



City of Mansfield, Texas
Annual Operating Budget
For Fiscal Year
October 1, 2012 thru September 30, 2013



Program of Services
For Fiscal Year October 1, 2012 thru September 30 2013
As Adopted by the Mansfield City Council

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HOW TO READ THIS DOCUMENT

You are holding the published City of Mansfield Budget for the fiscal year beginning October 1, 2012 and ending September 30, 2013. This document has been prepared to help you, the reader, learn of the issues affecting the Mansfield community. Many people believe a city budget is only a financial plan. Although you can learn much of the City's financial portfolio, the 2012-2013 budget document has been designed to serve other functions as well. The budget is a policy document as it presents major policies that guide how the City is managed. The budget also is an operational guide that gives the public, elected officials and City staff information pertaining to the production and performance of individual city departments. The budget is designed as a communication device. Information is conveyed verbally and visually in a way that should be easily understood even by those unfamiliar with the City.

THE BUDGET FORMAT

The budget document is divided into four major sections: Introductory, Financial/Operational, Budget Summary and Attachments. The introductory section contains the City Manager's letter addressed to City Council, which explains the major issues and policies that affected the development of the 2013 budget. This section also describes the City's goals, a synopsis of the City's major projects and the City's overall organizational structure.

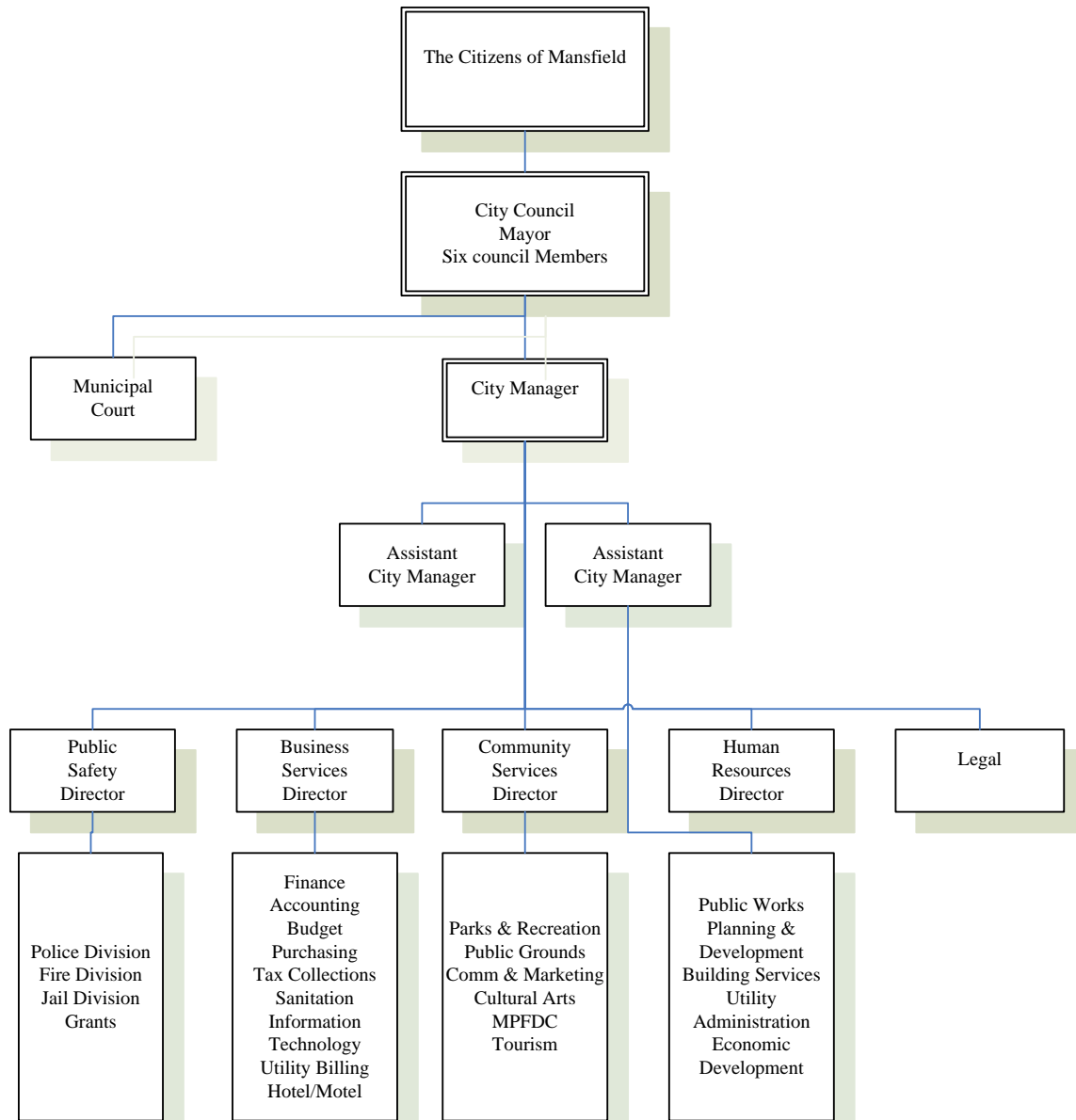
The Financial Operational section describes various aspects of the City's organizational structure as well as fund and department group information. The City uses the fund method of accounting. A fund is a unit that tracks the application of public resources.

For example, the Utility Fund is established to keep track of Revenues and Expenditures within the utility department. Most interest is generated in the General Fund that includes city operations: General Government, Police, Fire, Parks, Planning, Public Works and Community Services. Financial statements are provided for each fund. The financial statement shows the beginning balances, revenues, expenditures, and ending balances for the year. Accompanying the statements are narratives and illustrations that describe the major aspects of a particular fund. Within each fund there may be one or more departments that describe the makeup of each fund. Each department is presented with a mission statement, a brief synopsis of the key departmental increases or decreases, a listing of the unit's accomplishments for the previous fiscal year and operational objectives for the 2012-2013 fiscal year. Selected performance measures for each department are presented. The funding for each department and staffing are summarized for a number of years.

The budget Summary sections provide details on individual funds including Enterprise Funds and Capital Improvement Funds.

Finally, various attachments are presented towards the back of the document which includes adopted budget and tax rate ordinances, major companies, historical analysis of the tax rate, new construction, debt service schedule and Glossary of Terms.

Please contact the City's Business Services Director for questions related to the 2012-2013 Budget Document at 817-276-4262.



MANSFIELD AT A GLANCE

COMMUNITY PROFILE

The **City of Mansfield** is located in the southeastern portion of Tarrant County strategically located 25 miles from Dallas and 20 miles from Ft. Worth. Some area of the City extends into Johnson and Ellis Counties. The City is bound by the cities of Arlington on the north, Grand Prairie on the east and Fort Worth on the west. The City enjoys a strategic location connected by U. S. Highway 287 that runs north and south through the city, State Highway 360 that provides a direct connection between the City of Arlington, Grand Prairie and to the Dallas/Fort Worth International Airport.

The City of Mansfield is located approximately 30 miles from the 4th busiest airport in the country: the Dallas/Ft. Worth International Airport that is directly accessible from State Highway 360. The Trinity Railway System located in Arlington and Grand Prairie provides mass transit availability to the citizens of Mansfield to both Dallas and Ft. Worth. Railroad Freight service is provided by the Union Pacific Railroad

The City of Mansfield population is estimated to approach 58,217 for fiscal year 2012/2013. In addition, the estimated population within a 15 mile radius of the City is estimated to be 1,097,924 based on figures from the North Central Council of Governments. The City has approximately 36.64 square miles of which over 40% remains undeveloped. The typical Mansfield Household earns a median income of approximately \$91,618 and has an average home value of approximately \$172,074. The City of Mansfield is considered one of the fastest growing cities in Tarrant County as estimated by the North Central Council of Governments.

The Mansfield economy is supported by major retail developments including Home Depot, Wal-Mart, Lowe's, Kohl's, Kroger Marketplace and the Target Super Center. Existing industrial businesses including Klein Tools, Solvay Polymers, Pier 1 Imports and Mouser Electronics continue to contribute to the city's tax base. The Mansfield Economic Development Corporation that supports existing and new business through the ½ cent sales tax adopted in 1997 enhances the City of Mansfield's economic development program.

The City is served by the **Mansfield Independent School District**, one of the highest rated school districts in the Dallas/Ft. Worth metropolitan area by the Texas Education Agency. The city currently has five high schools (Grades 9-12), six middle schools (Grades 7-8), six intermediate schools (Grades 5-6) and 22 elementary schools. The estimated school enrollment for 2012 is expected to approach 32,593 students.

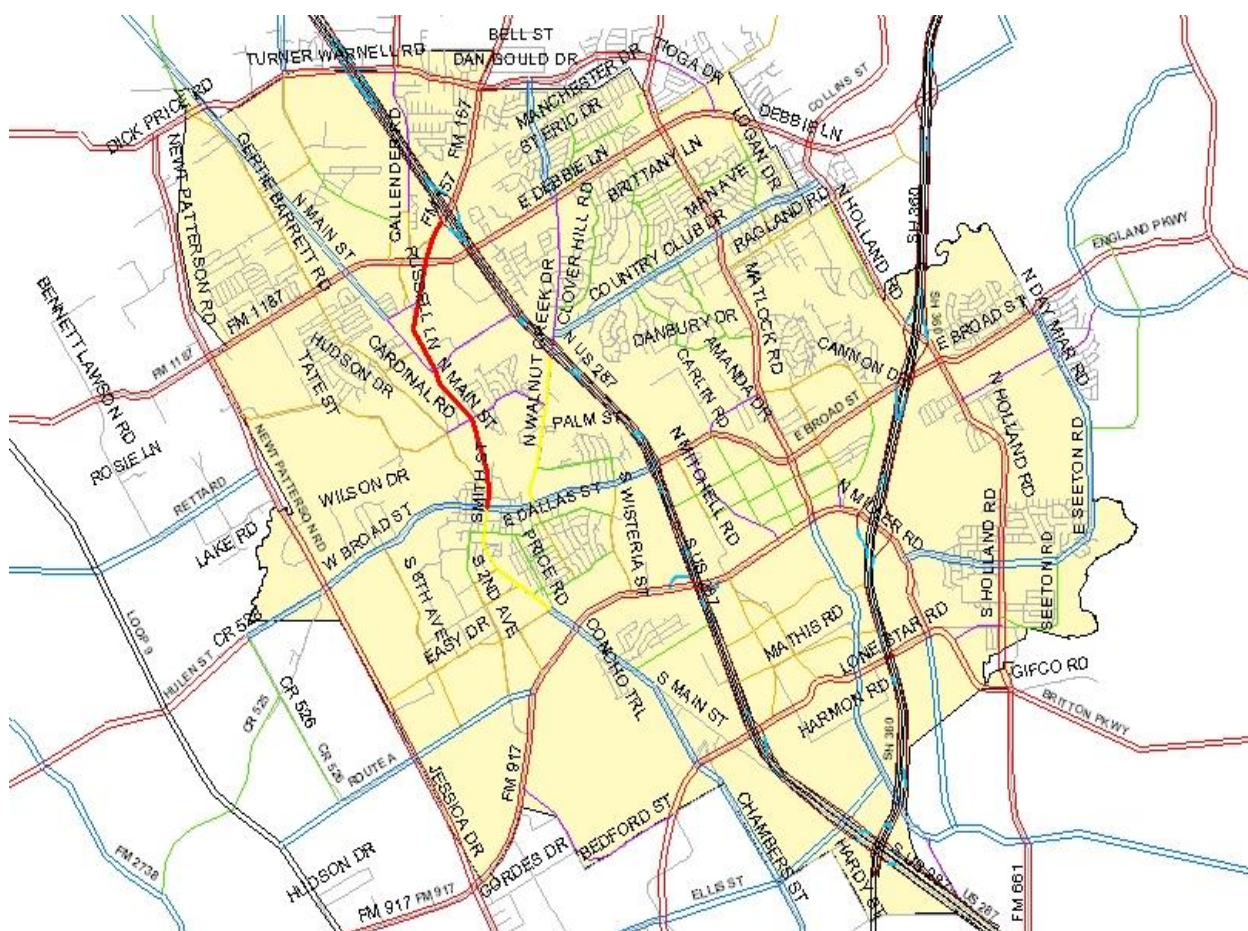
Higher Education opportunities include several major colleges and universities including Southern Methodist University, Texas Christian University, University of North Texas, The University of Texas at Arlington, The University of Texas at Dallas, Texas Women's University, Dallas Baptist University, University of Dallas, Baylor University and the Tarrant and Dallas Community College Districts.

Medical Services are provided by local hospitals including Mansfield Methodist Medical Center, Arlington Memorial Hospital, Columbia Medical Center-Arlington, Huguley Hospital, Harris Hospital and John Peter Smith County Hospital.

Recreation and Culture are a major part of the City's attraction including Joe Pool Lake that is approximately 10 minutes from the City, Cedar Hill State Park consisting of 2,000 acres, the Mansfield National Golf Club and Walnut Creek Country Club. Citizens enjoy a state recognized parks system that includes over 700 acres of community parks, trails and athletic fields. In 2001, the city opened the Mansfield Activities Center to provide recreational

activities for children, adults and senior citizens. In 2001, the City opened a new 17,000 square foot library with state of the art library services. In 2009, the city adopted the Parks, Recreation, Open Space, and Trails Master Plan. The Main Street Theatre, Arts program and the Mansfield Historical Society provide cultural opportunities for the citizens of Mansfield. Local recreation venues include Big League Dreams Sports Park and Hawaiian Falls Water Park.

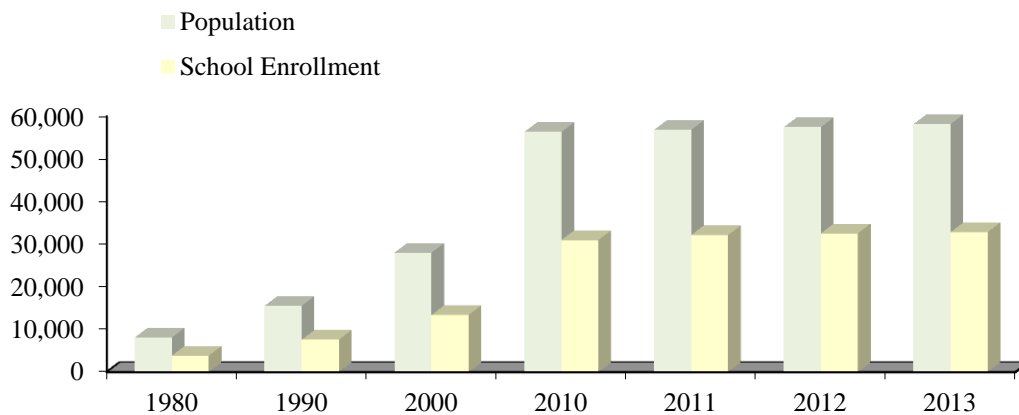
THE CITY OF MANSFIELD, TEXAS



KEY DEMOGRAPHICS

Fiscal Year	Annual Population	Median Age	Average Family Income	School Enrollment	Unemployment Rate
1980	8,102	29.5	36,406	3,866	5.0%
1990	15,549	35	40,700	7,600	4.9%
2000	28,031	33.15	42,154	13,418	2.6%
2010*	56,368	32.3	82,037	31,010	8.5%
2011	56,850	32.3	82,037	32,177	8.5%
2012	57,494	32.3	82,037	32,577	8.3%
2013	58,217	32.3	91,618	TBD	7.2%

City	1980	1990	2010	2013	
County	Census	Census	Census	Estimated	Percent
Mansfield	8,102	15,615	56,368	58,217	3.3%
Arlington	160,113	261,717	365,438	369,092	1.0%
Ft. Worth	385,164	447,619	741,206	748,618	1.0%
Tarrant County	860,880	1,170,103	1,809,034	1,863,305	3.0%
Dallas County	1,556,419	1,852,810	2,638,139	2,690,902	2.0%



*Demographic Data based on the 2010 Census.

POPULATION

City of Mansfield	58,217
Tarrant County	1,863,305

LAND AREA

38.68 Square Miles

AGE

Under 18	31.8%
20-24	4.9%
25-34	12.0%
35-49	26.5%
45-59	9.0%
50-64	9.3%
65+	6.5%

MEDIAN INCOME

\$ 82,037

Less than \$14,999	3.7%
\$15,000-\$24,999	4.0%
\$25,000-\$34,999	4.8%
\$35,000-\$49,999	9.6%
\$50,000-\$74,999	19.1%
\$75,000-\$99,999	18.8%
\$100,000 Plus	40.0%

SEX

Male	49.0%
Female	51.0%

OCCUPATION

Professional	28.0%
Managerial	17.0%
Technician	10.0%
Sales	10.0%
Teacher	9.0%
Manufacturing	9.0%
Labor	4.0%
Clerical	3.0%
Agriculture	1.0%
Other	9.0%

Race

White	73.5%
Black	14.1%
Hispanic or Latin	7.9%
Other	4.5%

HOUSING UNITS

Residential Units	19,106
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HOUSING VALUES

Under \$100,000	2,199
\$100,000-\$149,999	4,281
\$150,000-\$199,999	4,641
\$200,000-\$239,999	2,033
Over \$240,000	2,429
Other	3,523

SCHOOL YEARS COMPLETED

High School & Some College	57.0%
Associate Degree	7.0%
Bachelor Degree or Higher	36.0%
Avg. School Years Completed	14

TOP TAXPAYERS

Mouser Electronic
Mid-America Apartments, LP
XTO Energy, Inc.
Mansfield KDC
Oncor Electric Delivery Co.

Wal-Mart Real Estate Business Trust
Kroger Texas
Broadstone Towne Crossing
Klein Tools, Inc.
Apartment Reit Towne Crossing

Demographic Information Based On the 2010 Census

September 12, 2012

To the Honorable Mayor and Members of the City Council:

The Administration is pleased to present to you the City of Mansfield's Operating and Capital Improvement Programs for Fiscal Year 2012-2013. This document is a comprehensive in-depth easily readable text that provides the foundation and footing for the entire organization's fiscal activities during the next year. The budget document has been changed to reflect current industry trends using Performance Measurement Data and expanded illustrations to enhance the overall readability of the document.

- *It represents a statement of the City's Fiscal Policies.*
- *It represents a statement of the City's Service Policies.*
- *It accommodates the City's revised Strategic Plan.*
- *It communicates priorities of the citizens, Council, and Management for the Fiscal Year 2012-2013 and the future.*

The accompanying statements and analysis tell a great story about the strength of our economy and the dividends that each citizen is receiving as a result of good planning and good management of fiscal resources. It is a story that has been told many times in the last several years to rating services, to prospective industries, and other agencies. By nature, the budget message contains forward-looking projections. An examination of past projections and estimates add credibility to what is presented.

While the recession of 2008 continues to affect new development, employment and

commercial activity, the City of Mansfield has weathered the economic downturn by our commitment to conservative budgeting practice: including utilizing one time revenues for one time expenditures, developing new revenue sources, curtailing adding staff except as needed in public safety and reducing operational costs while maintaining current service levels. In our own area economy many cities have been forced to make cutbacks and layoffs because of downturns in their own local economies. This story is contrary to that experience.

We have grown revenue, improved debt ratios, increased financial reserves, expanded the tax base, built the local economy, realized higher per capita incomes and maintained the current tax rate. Our outlook for long term growth is still positive but we remain cautious based on the current economic environment. We will continue to budget both revenues and expenditures conservatively and we will not fill open positions until such time as the overall economy improves.

City Council working with staff is committed to quality development. This has only been accomplished through the committed effort of many individuals making tough business decisions to ensure our goals to create value are maintained. More specifically, the City Council has been aggressive in establishing impact fees that require new development to pay for its share of new improvements and services. Tough decisions requiring minimum standards in the zoning of properties and types of construction have created values that have benefited not only the City but also the Mansfield Independent School District. Economic Development efforts have resulted in several new commercial and industrial developments including Klein Tools, Kroger Marketplace, Crown Building

Products, Cam-Tech Manufacturing, Expansion of Mouser Electronics and many other expansions of existing projects.

Simply put, the efforts of the City Council, the Planning and Zoning Commission, the Mansfield Economic Development Corporation, the Mansfield Park Facilities Development Corporation and all other boards and commissions have assisted the entire management team to build quality and value.

Quality builders are attracted to this community, its services and its school system. Commercial and Retail developers are keenly interested in the city's progressive development policies.

The budget that accompanies the service program which is presented maintains that focus and priority to recognize that growth must produce value and quality.

Public Input

The City conducted two public hearings on August 13th and August 27th, 2012. Citizen input was primarily voiced during the allocation of the Hotel/Motel revenues. These revenues are estimated to increase over FY 2011-2012. The City Council allocated approximately \$571,769 in total funds to promote tourism, historical preservation and the arts. Citizens and members of individual groups seeking funding petitioned the City Council. The budget and tax rate were adopted unanimously as presented by the City Manager to City Council. The City Manager presented a detailed list of priorities including staffing, equipment and infrastructure needs during the Public Hearings.

On September 12, 2012 the City Council of Mansfield, Texas adopted the Annual Service Program for Fiscal Year 2012-2013.

Management Strategies

The economic climate in the City of Mansfield, Texas has run against the state and national economies primarily because well-timed infrastructure improvements, stringent development standards and aggressive economic development strategies have created additional opportunities for commercial and retail opportunities. While the residential market sputtered, new commercial and retail growth sustained the city during this economic downturn. Management monitors all development activity which continues to be of some concern in the near term.

2013 Budget Highlights

- The City Council maintained the current tax rate of \$.71 per \$100 of valuation.
- The City will expand the maintenance programs in streets, parks, library and public grounds.
- Providing a 3% adjustment for all employees to remain competitive within the market place.
- New Industrial, Commercial and Retail opportunities are being developed by the Mansfield Economic Development Corporation.
- Continued emphasis on Planning & Infrastructure Improvements.
- Added two (2) new patrol positions.
- Protection of the City Credit Ratings-All rated funds with strong fund balance positions.
- The city has improved the estimated fund balance to \$9,032,717.
- Maintain the existing service levels.
- Continue to explore additional revenue sources.
- Continue to operate with approximately 21 open positions in the General Fund including open positions in Fire, Community Services, Public Works, Business Services and General Government.

- Open firefighter/paramedic positions may be filled beginning in December 2012.

Local Economic Factors affecting the 2012-2013 Service Programs

- Improved Industrial, Commercial and Residential Valuations
- Increased interest in development surrounding the hospital district.
- Retail, Commercial and Industrial Recruitment & Retention.
- Entertainment district improvements including new artificial turf at Big League Dreams, improvements at the Hawaiian Falls Water Park and expansion of the city's tourism activities.
- Sales Tax-sales tax is estimated to increase in 2012-2013 from increased retail activity and development of new retail developments.
- Reduction in Gas Well Valuations-decreases in natural gas prices.
- Lower Unemployment.
- Strategic location in the Dallas/Ft. Worth area. North/South corridors of Highway 360 and 287.
- Well planned city including desirable neighborhoods, excellent schools and excellent city services.
- Aggressive Economic Development program.
- Household family income of \$91,618.

Impact of Economy on surrounding area cities

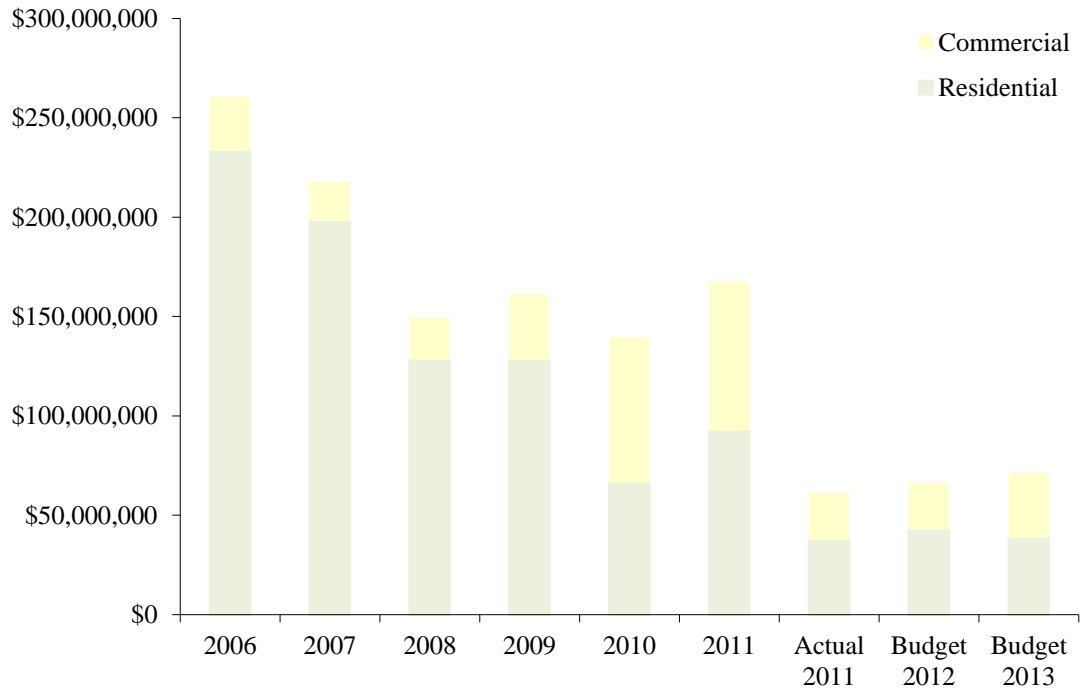
- City of Arlington-population growth based on the 2010 census of 10% since 1990. Major developments including the new Dallas Cowboy's Stadium and the Highlands retail center.

- City of Fort Worth-population growth based on the 2010 census of 38.6% since 1990.
- City of Burleson- population growth based on the 2010 census of 75% since 1990.
- City of Keller- population growth based on the 2010 census of 45% since 1990.
- Dallas/Fort Worth Region-the region continues to see unemployment of approximately 7.2%. The effects of corporate restructuring on the region especially in the transportation industry may affect the regions employment outlook. There seems to be an improvement in area employment as evidenced by the improving residential market which may be supporting the improvement of sales tax collections. There is some suggestion that the commercial sector may be strengthening as well.

Impact of National and Global Economies

- The effect of the financial crisis in Europe and slowdown in the global economy and the lingering effects on the United States economy.
- Impact of the natural disaster in the northeast portion of the country.
- The continued effect of the Affordable Health Care Act on hiring and increased costs to deliver goods and services.
- Continued downsizing and corporate reorganizations and the effect on the local economy.
- Tensions in the Middle East affecting oil prices.

New Construction



Mission for Fiscal year 2013

City Management developed priorities and goals based on meetings with City Council, City Staff and various boards and commissions. These meetings were held to allow for City Council's input in developing the 2012-2013 Budget. Management and City Council also revised the City's Long Term Strategic Plan to incorporate revenue and expense estimates from the uncertainty in the National, State and Local Economy. City Management met with key management staff to allow input in the development of the 2012-2013 Budget. Similar Themes, Priorities and Goals were identified by both City Council and Staff for the upcoming budget year.

"The mission of the City of Mansfield, Texas is to provide the highest quality service at the best value." by providing a Desirable Community, Sustaining the Economy, Maintaining Services and Maintaining a Positive Image, Making good Business Decisions or...

SERVICE with EXCELLENCE

In planning for the 2012-2013 Budget and Operating Plan, Management strongly evaluated existing service levels and measured the impact of 2012-2013 service plans on the City's comprehensive Modified Long Term Financial Plan. The decision was made to Move Forward in maintaining current service programs to meet the needs and of the community

GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) promulgate certain procedures and standards that are accepted as authoritative guidelines for governmental budget reporting. GFOA awards a “Distinguished Budget Award” to those governmental entities whose annual budget conforms to the GFOA requirements. The Annual Operating Budget of the City of Mansfield for the fiscal year ended September 30, 2012 was awarded such certificate. This represents the 27th year the City has received this award.

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation to the City of Mansfield, Texas for its annual budget for the fiscal year beginning October 1, 2011 and ending September 30, 2012.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Mansfield
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Davidson Jeffrey R. Egan

President

Executive Director

Credits

This document has been compiled according to generally accepted budgeting and accounting guidelines and practices.

As presented, the budget represents a comprehensive in-depth review and plan for all expenditures, and all other services offered by the City of Mansfield, Texas.

Although much credit is due to all city division and department directors for many hours and staff time devoted to the preparation of this document, several deserve special credit and recognition for their assistance in the development and quality of this document.

Clayton Chandler	City Manager
Peter Phillis	Director of Business Services
Troy Lestina	Assistant Business Services Director
Gary Cardinale	Budget & Purchasing
Rick Sales	Communications & Marketing
Chris Burkett	Assistant City Manager
Shelly Lanners	Community Services Director
Steve Freeman	Director of Public Works
Felix Wong	Director of Planning
Joe Smolinski	Utilities Director
Bill Lane	Director of Public Safety

SERVICE PROGRAM FOR FISCAL YEAR 2013

In Management's preliminary presentation of the 2013 Service Program to City Council, Management listed the results and conclusions of strategic planning sessions held with Council and Staff that assisted in developing the overall direction of the service program for Fiscal Year 2012-2013. In Management's final presentations to City Council on August 13th, 2012 and August 27th, 2012, Management presented a balanced budget and discussed the following Challenges, Goals, Objectives and Priorities for FY 2012-2013:

Challenges:

- Sustaining Positive Growth.
- Declining lot inventory.
- Strategic Long Term Plan-dealing with the uncertainty in the economy.
- Maintaining aging infrastructure and equipment-future tax support.
- Organizational Development-quality workforce and quality services.
- Fund Balance-maintain or improve reserves.
- Economic Development-inventory of quality commercial properties.

Goals & Objectives:

- Maintain existing service levels.
- Maintain a positive image.
- Increase the General Fund Balance utilizing excess revenues and/or expenditure savings.
- Maintain Debt Ratios per the Modified Strategic Plan.
- Protect the Bond Ratings.
- Maintain a Quality Workforce.
- Purchase equipment with excess revenues or expenditure savings.

Priorities:

- Maintain Existing Tax Rate.
- Maintain existing service levels-Sustainability of Current and Future Operations.
- Maintain the city's credit rating and fund balance requirements.
- Expansion of the Tax Base-Economic Development.
- Improve, Design and Expand the Linear Park System.
- Maximize the potential of Tourism.
- Ensure Quality Land Use, Planning & Development.

2012-2013 Major Priorities and Issues

In an effort to identify the major issues related to the 2012-2013 service plans, the following is a brief summary of issues related to the previously discussed issues, challenges and priorities facing the City of Mansfield in the coming year. The City of Mansfield has modified the Long Term Financial Plan to reflect the themes and priorities defined by City Management.

GENERAL FUND

Revenues

The overall General Fund Budget for FY 2012-2013 is \$38,437,246 or an increase of 5.36% over FY 2011-2012. Property Tax collections make up approximately 53% of the General Fund operating revenue. Property tax revenue increased approximately \$302,186. Revenue increases include sales tax, franchise tax, permits and other miscellaneous revenues. Projected sales tax revenues increased \$560,204, or 7.6% from the expansion of commercial and retail tax base. Permit fees (those fees related to new construction or improvements to existing construction) are estimated to increase \$659,358 from new commercial and retail construction.

Staffing

The 2013 service plan includes the addition of two (2) new patrol positions in police. Approximately 21 positions remain unfilled in the General Fund at a cost of approximately \$1,463,568. Seven (7) firefighter/paramedic positions are expected to be filled. Overtime is expected to decrease by \$400,000 as open and frozen firefighter/paramedic positions are filled.

Operations and Maintenance

Operating and Maintenance cost increased approximately 7.61% due to increases in street maintenance, library book and catalog supplies, water, electricity, fuel and additional contract maintenance costs.

Transfers

The General Fund Transfer to the Law Enforcement Center Fund is approximately \$1,094,108 or an increase of \$85,967 to fund a 3% merit increase and market adjustments.

Equipment

No new equipment or facility improvement is budgeted in FY 2012-2013. The City will finance \$1,070,167 in equipment including vehicles, technology, public grounds equipment, rescue equipment and facility improvements. The majority of the new and replacement equipment is in Public Safety.

Debt

The General Fund debt is \$11,680,422 or an increase over FY 2011-2012 of 2.5%. The overall debt ratio has remained constant. The City has made a conscious effort to reduce the percentage of general fund revenue dedicated to debt service. Management and City Council are working to reduce the costs of infrastructure improvements through the use of impact fees and developer contributions. Impact Fees have declined over the past two fiscal years because of residential and commercial development.

ENTERPRISE FUNDS

UTILITY FUND

Revenues

The overall Utility Fund budget for FY 2012-2013 is \$23,707,394. Water Sales and Sewer Treatment Sales account for 94% of all revenue.

Staffing

The 2013 service plan does not provide for any new positions. Approximately four (4) positions remain open in the Utility Fund. These positions are to remain open throughout fiscal year 2013.

Operations and Maintenance

Operations and Maintenance cost increased approximately 2.69% from increases in water treatment and sewer treatment costs from the Trinity River Authority and the Tarrant Regional Water District.

Transfers

The Utility Fund Transfer to the General Fund is approximately \$810,532.

Equipment

New equipment or facility improvements are budgeted in FY 2012-2013 of \$171,756.

Debt

The overall Utility Fund debt is \$6,311,729, an increase of less than 1%.

LAW ENFORCEMENT CENTER FUND

Revenues

The Law Enforcement Center budget for FY 2012-2013 is \$8,296,991 or an increase of 9.65% over FY 2011-2012. The increase is from the additional costs of housing prisoners from the City of Ft. Worth and the United States.

Staffing

The 2013 service plan does not provide for any new positions but does include a 3% salary adjustment for all staff, equity adjustments and funding for frozen positions.

Operations and Maintenance

Operating and Maintenance increased less than 1%.

Transfers

The General Fund is estimated to transfer \$1,094,108 for jail operations in FY 2012-2013.

Equipment

No new equipment is budgeted in FY 2012-2013.

Debt

The debt on the Law Enforcement Center is \$570,956. The debt is budgeted in the General Fund.

DRAINAGE UTILITY FUND

Revenues

The overall Drainage Fund budget for FY 2012-2013 is \$1,233,830 that or an 8.2% increase over FY 2011-2012.

Staffing

No new positions are budgeted in FY 2012-2013. Additional salary and benefit costs are from the allocation of public works staff from the inspection and repair of drainage operations.

Operations and Maintenance

Operations and Maintenance costs increased 28.76% and Costs are expected to increase for the existing drainage system.

Transfers

No transfers are budgeted in FY 2012-2013.

Equipment

No new equipment is budgeted in FY 2012-2013.

Debt

The debt service in the Drainage Fund is \$525,670.

SPECIAL REVENUE FUNDS

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund budget is from tax revenue assessed on hotel rooms within the City of Mansfield. Seven hotels are located within the city limits with approximately 504 beds. The Budget for FY 2012-2013 is \$571,769 or an increase of 38.2%. Several factors have contributed to the increase in hotel occupancy tax including the increased emphasis on tourism, new improvements to the recreation venues including Big League Dreams Sports Park and Hawaiian Falls, increased special events including Rockin' 4th of July, downtown events including the music & arts festivals, regional sports tournaments including the Rotary Basketball Tournament and futures Men's Professional Tennis Tournament.

THE MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION FUND (MPFDC)

Revenues

The total Revenues for the MPFDC Fund are \$3,295,657 in FY 2012-2013. Revenues are derived from ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales tax for operations is estimated to be \$2,607,332. User fee revenue is estimated to be \$687,825 including recreation fees and contract payments from the Hawaiian Falls Water Park, Big League Dreams and the Mansfield National Golf Course.

Staffing

No new positions are budgeted in FY 2012-2013. Four positions remain unfilled in this fund.

Operations and Maintenance

The operating budget exclusive of estimated funds available for projects increased 9.64% for increased utility, fuel and contract services costs.

Transfers

Approximately \$14,000 is budgeted for a transfer to the General Fund for the MPFDC portion of insurance coverage.

Equipment

No new equipment is budgeted in FY 2012-2013.

Debt

The debt service requirement in the Mansfield Park Facilities Development is \$1,232,668. Debt is funded from a portion of the sales tax revenue collected in this fund.

The Mansfield Economic Development Corporation Fund (MEDC)

Revenues

The Total Revenues for the MEDC Fund are \$5,881,403 in FY 2012-2013. Revenues are from a ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales Tax for FY 2012-2013 is estimated to be \$3,840,000. Prior year reserves, sales tax and other income are used to finance projects.

Staffing

No new positions are budgeted in FY 2012-2013.

Operations and Maintenance

The operating budget decreased approximately 3.54% due to an estimated increase in promotions

Debt

The debt service requirement in the Mansfield Economic Development Fund is \$1,317,975. Debt is funded from the sales tax revenue collected in this fund.

Transfers

Approximately \$12,096 is budgeted for the MEDC portion of insurance coverage.

Equipment

No new equipment or facility improvements are budgeted in FY 2012-2013.

CAPITAL PROJECT FUNDS

Historically, the Capital Improvement Program has preceded development in all areas of the city. In February 2004, \$32,535,000 was passed by the voters for the capital improvement program. The Capital Improvement Program is developed with the following guidelines whenever possible:

The Capital Improvement Program is developed to match costs against expenses occurring in corresponding periods of time. In other words, the development and timing of infrastructure improvements is crucial to maintaining current and future developments while maintaining or lowering debt ratios. Since 1995, development fees have funded approximately \$80,158,950 in improvements. Development fees offset debt

issuance requirements in the street and utility funds.

The impact of infrastructure improvements on operating and maintenance costs is evaluated and measured annually during the budget development process and during revisions to the Long Term Financial Plan. Operating and Maintenance cost impacts in FY 2012-2013 are reflected in increased utility costs and to additional service requirements related to expansion of water treatment facilities and transmission lines.

The Building Construction Fund

Facility improvements under consideration in FY 2012-2013 include \$500,000 for remodeling Fire Station #2, a twenty year old facility.

The Street Construction Fund

Street and Roadway improvements in FY 2012-2013 are budgeted at \$14,289,355 Street Impact Fees will be utilized wherever possible to supplement funding for these projects. However, impact fees have shown a steady decline since the 2008 primarily from reduced residential and commercial development. Scheduled improvements include Seeton Road, Explorer Pipeline, Broad Street, Matlock @ Debbie Lane Intersections and turn lanes, Broad @ Miller Intersection, 37th Year CDBG program, E. Debbie Lane Design, Grand Meadows, National Parkway design, carryover projects and various other projects that are in design, bid and construction phases. In FY 2012-2013, the city is issuing \$3,635,300 in certificates of obligation for Debbie Lane Construction, existing street projects and asphalt overlays to Cannon, Carlin, and Chimney Hill Circle, Creek wood Drive, Cypress Point, Nelson Wyatt Road, Westminster Lane and Wildwood Court.

The Utility Construction Fund

Utility improvements in FY 2012-2013 are

budgeted at \$14,665,399. Water and Sewer Impact Fees will be utilized wherever possible to supplement funding for these projects. However, impact fees have shown a steady decline since 2008 primarily due to reduced residential and commercial development. Scheduled improvements include Low Branch Lift Station, 36" water line, West Broad Phase 2, Heritage Parkway, E Broad Street, Live Oak, Amanda @ Country Club Dr., Grand Meadows and various other projects throughout the City.

The Parks Construction Fund

Park improvements in FY 2012-2013 are budgeted at \$4,687,000. The major projects scheduled in FY 2012-2013 are the development of the Williams Property (Phase 1), improvements to the Colt Field, Chandler Park Phase 2 Design, Hardy Allmon Parking Lot and potential land acquisition as opportunities arise. Improvements to other existing parks are included.

THE FY 2012-2013 SERVICE PROGRAM

In Summary:

Continue to sustain positive performance, maintain service levels and plan for future development in uncertain economic times.

The City of Mansfield has taken positive steps to fulfill broad goals identified by City Council and City Staff in FY 2012-2013. While non-financial goals and strategies are essential and form the framework of the Service plan in FY 2012-2013, The City of Mansfield will continue to maintain a positive financial framework in order to provide a quality of life to all citizens. The City will:

- Maintain the City's Bond Ratings to effectively fund infrastructure improvements and increase the Fund Balance.
- Continue to provide Economic Development efforts.
- Maintain a quality workforce without staff reductions and expand programs in the Police Division.
- Manage the City in difficult and uncertain economic times.
- Provide a total living environment for all citizens.

The Financial Goals and Strategies to achieve these goals are very similar to those of the past. The City of Mansfield has achieved these goals in the past years and anticipates achieving these goals in FY 2012-2013.

- The City will maintain a quality workforce by offering a competitive compensation package.
- The City will maintain the General Fund Balance.
- The city will develop economic development strategies.
- We will provide a safe community.
- We will provide new and improved roads and infrastructure to reduce traffic congestion.
- We will continue to provide a "Superior" water system and "Best" parks system.

LONG TERM GOALS FY 2012/2013 AND BEYOND

The City of Mansfield has developed Goals and Strategies in FY 2012-2013 with a keen awareness that these goals and strategies are building blocks for future long term goals. The long term goals in future years will include:

- Continue to maintain positive growth and enhance the local economic activity.
- Maintain the City's debt ratios and fund infrastructure improvements in a timely manner
- Maintain and expand the fund balance.
- Maintain and improve the City of Mansfield Bond Ratings.
- Maintain a quality workforce.
- Maintain a level tax rate.

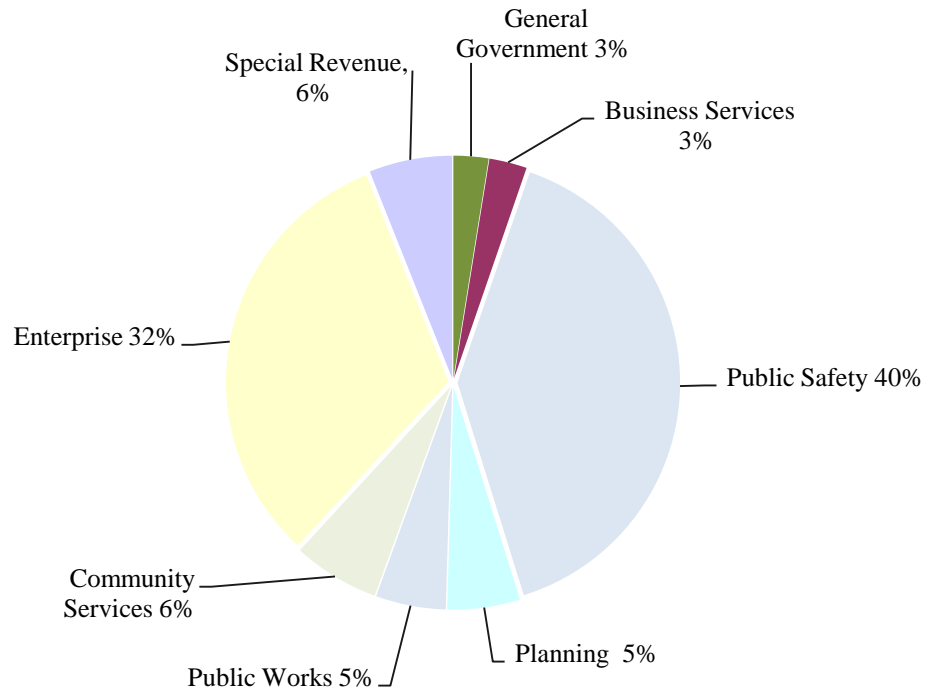
FULL TIME EQUIVALENT POSTIONS

Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Change
General Fund				
General Government				
Administration	5	5	5	
Legal	2	2	2	
Human Resources	4	6	6	
Total General Government	11	13	13	0
Business Services				
Finance	3	3	3	
Accounting	3	3	3	
Budget & Purchasing	1	1	1	
Information Technology	4	4	4	
City Secretary	3	3	3	
Total Business Services	14	14	14	0
Public Safety				
Administration	2	4	4	
Police Administration	11	9.5	10.5	1
Police Communications	19.5	19	19	
Police Patrol,CVE,Traffic & K-9	50	52	56	4
Criminal Investigations	15	16	16	
Municipal Court	6	6	7	1
Community Resource	3	2	2	
Animal Control	6.5	6.5	6.5	
Fire Administration	3	4	4	
Fire Prevention	4	6	5	-1
Fire Operations	74	73	74	1
Total Public Safety	194	198	204	6
Planning & Development				
Planning	8	7	7	
Building Maintenance	6	6	5	-1
Building Services	17	15	15	
Total Planning	31	28	27	-1
Community Services				
Senior Citizens	3.5	3.5	3.5	
Park Operations	16.7	14.7	14.7	
Library	11	11	11	
Communications & Marketing	2	2	2	
Cultural Arts	1	1	1	
Total Community Services	34.2	32.2	32.2	0
Public Works				
Engineering	13	13	13	
Street Maintenance	13	13	13	
Total Public Works	26	26	26	0
Total General Fund	310.2	311.2	316.2	5

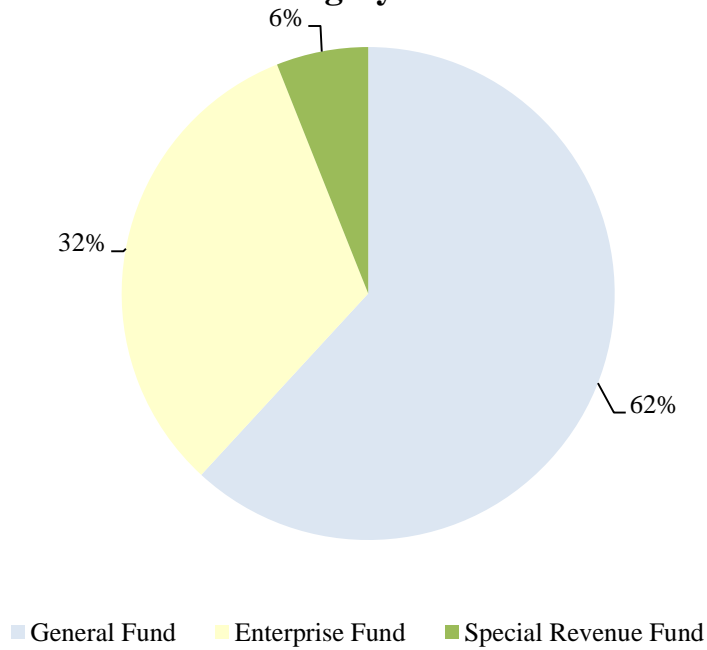
FULL TIME EQUIVALENT POSTIONS

Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Change
Enterprise Funds				
Utility Fund				
Administration	4	3	3	
Billing & Collections	8	7	7	
Meter Reading & Repair	9	8	8	
General Service	8	11	11	
Water Quality	15.25	15.25	15.25	
Sewer	8	8	8	
Total Utility Fund	52.25	52.25	52.25	0
Law Enforcement Center				
Administration	2	2	2	
Operations/City Marshal	94	94	94	
Support	5	5	5	
Kitchen	8	4	4	
Medical	5	4	4	
Total Law Enforcement Center	114	109	109	0
Drainage Fund				
Operations	3	3	3	
Total Drainage Fund	3	3	3	0
Total Enterprise Funds	169.25	164.25	164.25	0
Special Revenue Funds				
Mansfield Parks Fund	20.85	20.85	20.85	
Mansfield Economic Development	5	5	5	
Tree Mitigation Fund	1	3	3	
Hotel Motel Fund	1	2	2	
Total Special Revenue Funds	27.85	30.85	30.85	0
Total All Funds	507.3	506.3	511.3	5

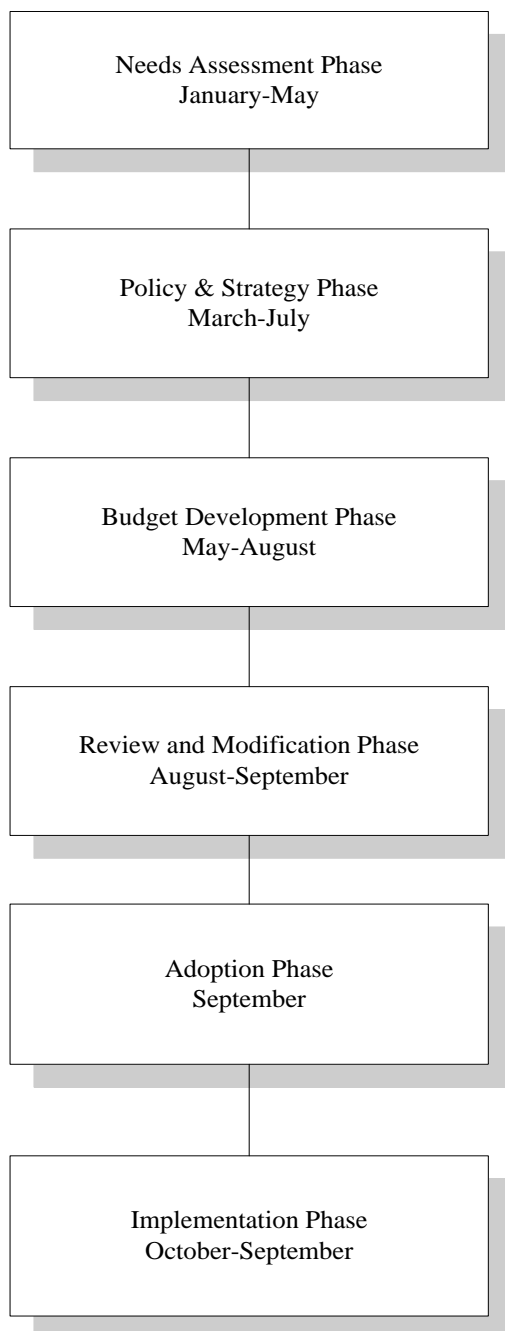
General Fund Staffing



Staffing By Fund



BUDGET AND FINANCIAL POLICIES



BUDGET CALENDAR-FISCAL YEAR 2012-2013

March 26, 2012, Monday	Present budget packets and instructions to Division/Department Heads and review the information with the department staff.
March 26, 2012, Monday	Strategic Planning Session "Goal Setting and Strategies" with City Council and City Staff for FY 2012-2013.
March 30 2012, Friday	Division/Department Heads submit to Business Administrative Services current and projected; FY 12/13 personnel level of funding and request for re-classification of any position to be considered for re-classification.
April 9, 2012, Week of	Business Administrative Services submits to Division/Department Heads current and projected employee's salary and longevity information, including re-classifications (personnel sheets to be completed by each Division).
April 23, 2012, Week of	Business Administrative Services submits to Division/Departments blue bars for FY 11/12 Budget Expenditures/Expenses through March 31, 2012. City Manager briefed on preliminary assessment of revenues and expenditures.
April 30, 2012, Monday	The Chief appraiser prepares and certifies to the tax assessor for each county, municipality, and school district participating in the appraisal district an estimate of preliminary taxable value.
May 14, 2012 Monday	Presentation of preliminary taxable value estimates to city council.
May 25, 2012, Friday	Division/Department Heads submit their departmental budgets to Budget/Accounting for FY 12/13 expenditures and revised figures for FY 11/12.
May 25, 2012, Friday	Business Administrative Services Director calculates preliminary tax and other revenues and presents to the City Manager for the FY 12/13 proposed budget. The City anticipates receiving the preliminary tax roll from T.A.D on this date.
June 4, 2012, Monday	Budget/Accounting prepares computerized departmental line item budget reports and submits to City Manager or his designee incorporating FY 12/13 budget projections and revised figures for FY 11/12.
June 5, 2012, Tuesday	First Review - City Manager or his designee reviews budget requests with Department Heads.
June 25, 2012, Week of	City Manager Business Services Director, and Budget/Accounting review budget data, including blue bar reports, etc. Second Review: City Manager reviews revised budget requests with Department Heads.

BUDGET CALENDAR-FISCAL YEAR 2012-2013

July 9, 2012, Monday	Presentation of Preliminary Budget Recommendation and proposed tax rate based on Preliminary Tax Roll.
July 18, 2012, Wednesday	Post agenda for July 23, 2012, Open Meeting Notice.
July 23, 2012, Monday	Post agenda for July 23, 2012, Open Meeting Notice, Resolution to Adopt a Future Tax Rate on a Future Agenda.
July 25, 2012, Wednesday	Last Day for chief appraiser to certify appraiser to certify appraisal roll.
August 2, 2012, Friday	“Notice of Public Hearing on Tax Increase” (1 st quarter page notice) published at least seven days before public hearing scheduled on August 13, 2012 on the 2012/2013 Budget and use of Hotel/Motel Tax Revenue
August 6, 2012, Monday	Presentation of the budget and preliminary tax rolls Work Session: Mission and Vision Planning session for proposed FY 2012-2013 budget.
August 7, 2012, Tuesday	Date taxing units must publicize effective tax and roll back rates and other applicable items (or as soon as practical thereafter).
August 8, 2012, Wednesday	Post agenda for Monday, August 13, 2012 - Open Meeting Notice.
August 13, 2012, Monday	1 ST Public Hearing, schedule and announce meeting to adopt a tax rate on September 6, 2012. Public Hearing on FY2012/2013, Budget and use of Hotel/Motel Tax Revenue. Publish first “Notice of Vote on Tax Rate” and Second Notice on Public Hearing.
August 17, 2012, Friday	“Notice of Vote on Tax Rate” (2 nd quarter page notice) published before meeting to adopt tax rate.
August 27, 2012, Monday	2 nd Public Hearing on FY 2012/2013, Budget and Use of Hotel/Motel Tax Revenue. City Council is scheduled to review formal applications for use of Hotel/Motel Tax Revenue.
Sept 10, 2012, Monday	Special Council Meeting-1st reading of budget ordinances and tax rate adoption.
September 11, 2012, Tuesday	Special Council Meeting – 2 nd reading of budget ordinance and tax rate adoption.
September 12, 2012 Wednesday	Special Council Meeting -Third and final reading of the budget.

The City’s charter requires that the budget be adopted by September 15 of the given year.

THE CITY OF MANSFIELD BUDGET PROCESS

THE CITY'S BUDGET ROLES AND RESPONSIBILITIES

Every staff member plays a role in budgeting, whether in its formation, implementation, administration or evaluation. Ultimately, of course, each department manager through the City Manager is accountable to the City Council and citizens for the performance of departmental staff in meeting specific objectives.

Actual budget responsibility can be identified specifically as follows:

The Department Manager is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year and developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.

The Departmental Administrative Support Staff serves as a vital communication link between the department and the budget staff. Support staff is responsible for coordinating information, checking to see if forms are completed properly, making sure necessary supporting documentation is submitted, monitoring the internal review process to meet timelines, gathering performance measurement information, entering departmental budgets into the city's financial system and serving as the departmental troubleshooter for problems throughout the budget process.

The Strategic Plan Committee is comprised of staff from each major division of the city and is responsible for the planning, development and presentation of the city's modified capital and operational strategic plan. The strategic plan committee presents recommendations to the Business

Services Director, Budget Office and the City Manager for review.

The Division Directors, Assistant City Manager and Department Directors are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions and modifying and assembling their departmental data into a cohesive budget information package. Division Directors critically evaluate all requests, prioritize, and submit a budget plan including only those requests that support City Council priorities, City Manager work plan, administrative direction and the departmental mission and objectives. Performance measures are evaluated to determine the effectiveness of individual divisions and departments.

The Business Services Director, Assistant Finance Director and Budget Director within the Business Services Division are responsible for preparing short and long range revenue and expenditure forecasts, gathering and evaluating performance measures, calculating departmental budget targets, assisting departments, reviewing departmental budgets with department directors or staff, collating, analyzing and summarizing departmental requests and preparing budget review materials for the Executive Staff and City Council.

The City Manager, Assistant City Manager and Business Services Director's key role is to translate City Council goals and objectives into recommended funding decisions.

The City Manager is responsible for reviewing the total financial and operational program, formulating a citywide proposed budget and proposing a budget to City Council.

The City Council is responsible for the review of the City Manager's proposed budget, approval of the tax rate and approval of the final budget. The city charter requires adoption of the final budget no later than September 15 of each fiscal year.

BUDGET PROCESS

The budget process is the key to the development of the City of Mansfield's overall strategic plan and affords individual departments the opportunity to reassess goals and objectives, evaluate programs using performance measurement data and develop strategies to accomplish them. Even though the budget may be reviewed by the City Council in July and August, and adopted in September, its preparation begins at least eight months prior, with projection of city fund balances, revenue and expenditure forecasts, citizens, boards, commissions and departmental needs assessments. It is with this groundwork that the departmental requests are made and subsequently reviewed.

The following summary provides a brief description of the various phases of the budget process and timeframes in which the budget preparation, review and adoption takes place.

BUDGET PHASES

Priority Needs Assessment Phase-This is the foundation of assessing what the current and projected programmatic and operational needs of each department exists as seen by the **Citizens of Mansfield, City Council, Boards, Commissions** and individual division/department directors. City Staff and City Council reviews occur during this phase to identify and prioritize the needs and desires of each group. Community feedback is an important component of the budget process in assessing citizen satisfaction with services and establishing priorities for the upcoming budget year. Updates to the Strategic Plan normally occur during this period and is presented to Council during

the budget process. City Council has identified the need to maintain and upgrade maintenance of the city's right of ways and medians, increase architectural standards for new development, create more neighborhood and linear parks, encourage more retail, commercial and industrial development within the city, implement and continue the Capital Improvement Program, provide additional police and fire staff.

Financial Trend Analysis is an integral part of Mansfield's decision-making process that includes both short and long-range economic and financial forecasts. In fiscal year 2000, the city developed a 10-Year Strategic Plan that is updated annually and modified to integrate the city's operational and capital requirements with both a short term and long-term goals. City infrastructure needs are identified during this process and play an important role in the forecasting related to short and long term operating needs. During this phase, strategic forecasting assumptions are made including changes in fund balance projections, revenue, expenditure, compensation adjustments and costs adjustments. Preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget targets can be developed.

Policy/Strategy Development Phase- the City Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. The Strategic Planning Committee updates the City's 10-Year Strategic Plan that identifies critical objectives and the strategies to be employed in meeting objectives. It is within this framework that the department's budget plans are formulated. The City Council identifies needs to establish priorities, identify existing service levels and review financial and economic trends and Financial Forecasts. City Council also discusses policy direction with the Executive Staff.

Budget Development Phase-Based upon City Council's priorities and strategic policy direction, departments develop program objectives and work plans for the budget period. The budget department submits to each department prior year and year to date expenditures for departmental review. Base budgets are then developed which represent existing service levels and adjusted for price changes, inflation and/or compensation adjustments. Departmental staff is asked to evaluate programs and positions. Departmental staff review service level requirements and makes decisions regarding new programs, increased or decreased staffing and changing resource allocation. Departments use the Strategic Plan to identify additional staffing requirements and obtain appropriate salary levels for each proposed new staff member. The Business Services Director, Assistant Finance Director and Budget Director review all budget submissions from individual departments to ensure each department has submitted accurate and concise data.

Budget Review and Modification Stage-

The Budget Director sets a budget calendar and schedules meetings with each department/division director. Individual meetings occur with most departments at least twice prior to budget workshops with City Council. Budget requests are reviewed and recommendations for each department are reviewed during this phase. New staffing, operational expenditures, revenue projections and capital requests are reviewed to determine the overall resources available to fund departmental requests. Performance Measures are reviewed to determine the overall effectiveness of each departmental program. City Council and City Manager priorities and goals are reviewed with individual departments to ensure that individual budgets reflect the priorities set by City Council and the City Manager. Recommendations are then forwarded to the City Manager for review.

Adoption Phase-A proposed operational and financial plan is presented to City Council through a schedule of budget

workshops prior to public hearings. The City Staff communicates the proposed budget to the citizens during these workshops in the form of power point presentations, handouts, cable access recordings or a combination of these formats. Public Hearings are held and City Council adopts the tax levy and budget consistent with the City Charter and State law.

Implementation Phase-Departments are accountable for budgetary controls throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action taken if necessary taken during the fiscal year. The Finance team reviews the budgeted revenues, expenditures, and current demographic, economic and financial trends monthly that may impact the city and plan strategy to ensure the City's financial integrity. The City Council is also provided a monthly financial report disclosing the city's actual revenue, expenditure and fund balance performance as compared to the budget plan.

REVIEW AND APPROVAL OF THE BUDGET

The City Council considers the proposed budget and holds budget workshops and public hearings in August and September. The budget workshops provide an opportunity for City management, departments and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by September 15. City Charter requires three public readings of the budget ordinance before it is adopted by City Council. The adoption of the budget ordinance authorizes expenditures from all funds within the city including the general, debt service, enterprise, special revenue, and capital funds. The City's fiscal year begins October 1st of each year and ends September 30 of each year.

IMPLEMENTATION OF THE BUDGET

Upon adoption, the staff prepares the operating budget incorporating all changes authorized by City Council. Each division is advised of the approved budget for their departments.

AMENDMENT TO THE BUDGET

The City of Mansfield operating budget is adopted at the department level. Any transfers between departments or projects over \$5,000 may require City Council approval. Any change orders to budgeted capital improvement projects must be approved by City Council.

USE OF CONTINGENCY RESERVE

When additional funding is required to offset unexpected revenue shortfalls, unexpected expenditure increases or events that threaten the public health or safety, contingency operating funds may be authorized by the City Manager and/or City Council so that budgeted service levels can be maintained.

BUDGETARY AND ACCOUNTING BASIS

The operating budget is developed by fund using Generally Accepted Accounting Principles (GAAP) except depreciation and amortization are not budgeted. All funds are budgeted on a modified accrual basis.

OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION

The City of Mansfield Budget for Fiscal Year 2012-2013 is Comprised of:

The Operating Budget, which includes all departmental budgets including General Fund, Debt Service Funds Enterprise Funds, Special Revenue Funds and Capital Projects Funds. The operating budget includes portions of the city's Modified Strategic

Plan that includes both operational and capital requirements.

The operating budget includes a balanced financial plan for all funds for fiscal year 2012/2013 and forecasts the results of operations by fund for the period. The effect of the Capital Improvement Program upon operations is reflected in the Capital Projects Fund. The operating budget includes fund summaries and presentations by city operating departments without regard to fund. Each division is divided into operating departments and a budget summary by department is included for each division. Performance Measures are incorporated for each division and each department within each division.

The Capital Project Fund is presented on a budget basis. The Capital Fund Projects include the Street Construction Fund, Utility Construction Fund, Building Construction Fund, Drainage Construction Fund and Equipment Replacement Fund. State Law requires an adequate budget to pay for the entire construction contract and appropriated in the period in which the contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis.

Funding sources for the Capital Improvement Program are presented on a budget basis. The revenue sources are presented in the period that the funding will be transferred in order to provide continuity between operating budget and the Capital Budget. As a result of presenting the transfer of funds on a cash basis, funding sources may not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.

BASIS OF BUDGETING AND ACCOUNTING IN SUMMARY

The City of Mansfield's "Basis of Budgeting" for all funds is based upon by modified accrual basis of accounting. The modified accrual basis is a combination of cash and accrual accounting in that expenditures are immediately incurred as a liability while revenues are not recorded until actually received or are measurable and available for expenditure.

The Operating budget is developed by fund utilizing generally Accepted Accounting Principles (GAAP) basis except that depreciation and amortization are not budgeted. The City of Mansfield does not distinguish between the Basis of budgeting and Basis of Accounting. A complete description is provided below.

BALANCED BUDGET POLICY

The City of Mansfield has adopted a "Balanced Budget" for all funds. Current appropriations in all funds are limited to the sum available, unencumbered cash balances and revenues estimated to be received in the current budget period. Expenditure and subsidy appropriations for mandated and priority programs are to be made against current revenue sources and not dependent upon uncertain reserves or fluctuating prior period fund balances. To the extent possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited and subject to review by the City Manager and City Council.

Fund Organization

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Governmental

resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

GOVERNMENTAL FUND TYPES:

General Fund -

The General Fund is the operating fund of the City. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds are paid from the General Fund.

Special Revenues Funds -

The Special Revenue Funds are used to account for the proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax, Mansfield Park Facilities Development Corporation, The Mansfield Economic Development Corporation and the Tree Mitigation fund.

Debt Service Funds -

The Debt service Funds include the General Debt Service Fund and the Mansfield Park Facilities Development Corporation Debt Service Fund. These funds are used to account for the accumulation of resources for and the payment of principal and interest on general long-term debt and MPFDC long-term debt, respectively. The primary sources of revenues are ad valorem taxes, which are levied by the City, for the General Debt Service Fund and City sales tax for the MPFDC Debt Service Fund.

Capital Projects Funds -

The Capital Projects funds account for the financial resources to be used for the acquisition of capital facilities other than

those recorded in Proprietary Funds. The Capital projects funds are used to account for the acquisitions of capital facilities financed from general obligation bond proceeds or certificate of obligation proceeds, or transfers from other funds. The City's Capital Projects Funds consist of the following funds: Street Improvement, Utility Improvement, Building Construction Fund, and Equipment Replacement.

TIRZ (Tax Increment Reinvestment Zone)

The Tax Increment Reinvestment Zone is a specific fund designated to capture the tax increment in a defined geographic zone. The tax increment is to pay for the public improvements specific to the zone or area defined by ordinance. Any increase in value or property value increment may be used to pay for the debt for these public improvements or be used to reimburse the developer for the public improvements paid for by the developer on behalf of the city.

PROPRIETARY FUND TYPES:

Enterprise Funds -

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are the Water and Sewer Fund, Drainage Utility Fund and the Law Enforcement Complex Fund

BUDGET CONTROL

As set forth in the City Charter, the City Council adopts an annual budget prepared in accordance with generally accepted accounting principles. The City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. The City

Council may require their approval of these transfers above a limit they wish to establish.

All unused appropriations, except appropriations for capital expenditures, lapse at the close of the fiscal year to the extent they have not been expended or encumbered. An Appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. All proprietary funds are accounted for on a flow of economic resources measurement focus.

Governmental Fund Types - All governmental funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Measurable" means that amounts can be reasonably determined within the current period. "Available" means that amounts are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Proprietary Fund Types - Revenues and expenses are recognized using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred following the economic resources measurement focus.

FINANCIAL REPORTING AND POLICIES

Financial and Operational Policies

The City of Mansfield, Texas has developed financial and operational policies, which guided the development of the budget for fiscal year 2013. The budget has been developed using an analysis of historical data, current data and forecasted data. The staff identified areas of growth and future needs in each department. The staff put in place several policies and procedures which determine the overall budget including expected population growth, expansion of services, debt service requirements, capital improvements, operational maintenance requirements, and staffing level requirements. Each department is evaluated as to current needs and the projected needs in the next budget year and the following nine years. Availability of funds is considered to determine what areas may need additional funding. A complete prior year analysis and future analysis is utilized to determine what areas may be increased, decreased or remain constant for the upcoming year. Individual departments are required to submit departmental budgets for the upcoming fiscal year. The Business Services Department reviews individual budgets and create a priority list for each department based on department and administration considerations. The budget for each department is reviewed by Business Services and the City Manager's office to ensure each department is properly funded. The budget's operational and financial policies are reviewed throughout the year.

Financial Reporting

Following the conclusion of the fiscal year, the City's Finance Director shall cause to be prepared a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the Governmental Accounting Standards Board. The document shall also satisfy all criteria

of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.

The CAFR shall show the status of the City's finances on the basis of general accepted accounting principles (GAAP). The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt position. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

Included, as part of the Comprehensive Annual Financial Report, shall be the results of the annual audit prepared by independent certified public accountants designated by the City Council. The Business Services Director shall issue a report monthly to the Council reflecting the City's financial condition for the month. The monthly report shall repeat the financial condition of this City in a user friendly and understandable format consistent with the budget.

Revenue Policies

To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source.

For every annual budget, the City shall levy two property tax rates: operation/maintenance and debt service. The debt service levy shall be sufficient for meeting all principal and interest

Payments associated with the City's outstanding general obligation debt for that budget year. The debt service levy and related debt service expenditures shall be accounted for in the Debt Service fund. The

operation and maintenance levy shall be accounted for in the General fund. The operation and maintenance levy shall not exceed the eight percent (8%) rollback rate as defined by the State of Texas Property Tax Code.

The City will maintain a policy of levying the lowest tax rate on the broadest tax base. Minimal exemptions will be provided to homeowners, senior citizens, and disabled veterans.

The City will establish user charges and fees at a level that attempts to recover the full cost of providing the service. User fees, particularly utility rates, should identify the relative costs of service different classes of customers. When possible, utility rates should be designed to reduce peak (hour and day) demands on the utility systems.

The City will make every reasonable attempt to ensure accurate measurements of variables impacting taxes and fees (e.g. verification of business sales tax payments, verification of appraisal district property values, and accuracy of water meters).

The City will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.

The City will consider other market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

When developing the annual budget, the Business Services Director shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. The revenue projections for each fund should be made

conservatively so that total actual fund revenues exceed budgeted projections.

Operating Expenditures Policies

Operating expenditures shall be accounted, reported, and budgeted for in the following major categories: Operating, recurring expenditures include personnel services, supplies, maintenance, contractual services, and capital replacement/lease. Operating, non-recurring expenditures include capital equipment. The annual budget shall appropriate sufficient funds for operating, recurring expenditures necessary to maintain established quality and scope of city services.

The City will constantly examine the methods for providing public services in order to reduce operating, recurring expenditures and/or enhance quality and scope of public services with no increase to cost.

Personnel service expenditures will reflect the minimum staffing needed to provide established quality and scope of city services. To attract and retain employees necessary for providing high-quality service, the City shall maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries. Supply expenditures shall be sufficient for ensuring the optimal productivity of City employees.

Maintenance expenditures shall be sufficient for addressing the deterioration of the City's capital assets to ensure the optimal productivity of the capital assets. Maintenance should be conducted to ensure a relatively stable level of maintenance expenditures for every budget year.

The City will utilize contracted labor for the provision of city services whenever private contractors can perform the established level of service at less expense to the City. The City will regularly evaluate its agreements with private contractors to ensure the

established levels of service are performed at the least expense to the City.

Existing capital equipment shall be replaced when needed to ensure the optimal productivity of City employees. Existing capital equipment associated with General fund operations in excess of \$5,000 will be charged to the departments using the equipment.

Expenditures for additional capital equipment shall be made only to enhance employee productivity, improve quality of service, or expand scope of service. To assist in controlling the growth of operating expenditures, operating departments within the General fund will submit their annual budgets to the City Manager within a ceiling calculated by the Business Services Director from the General Fund's Long-Term Financial Plan. Projected expenditures that exceed the ceiling must be submitted as separate expanded levels of service requests.

Fund Balance

The annual budget shall be presented to Council with each fund reflecting an ending fund balance that is no less than 25% of that fund's annual operating expenditures. To satisfy the particular needs of individual funds, ending fund balances may be established which exceed the 25% minimum. Fund balance that exceeds the minimum level established for each fund may be appropriated for non-recurring capital projects or programs. The City will exercise diligence in avoiding the appropriation of fund balance for recurring operating expenditures. In the event fund balance is appropriated for recurring operating expenditures to meet the needs of the community, the budget document shall include an explanation of the circumstances requiring the appropriation and the methods to be used to arrest the future use of fund balance for operating expenditures.

Fund Transfers

With the exceptions noted below, there will be no operating transfers between funds. Any costs incurred by one fund to support the operations of another shall be charged directly to the fund. (For example, actual hours worked by General fund employees for water fund events.)

Fund transfers may occur when surplus fund balances are used to support non-recurring capital expenses or when needed to satisfy debt service obligations.

Debt Expenditures

The City will issue debt only to fund capital projects that cannot be supported by current, annual revenues. To minimize interest payments on issued debt, the City will maintain a regular debt retirement policy by issuing debt with maximum maturities not exceeding twenty (20) years. Retirement of debt principal will be structured to ensure constant annual debt payment. The City will attempt to maintain base bond ratings (prior to insurance) of Aa2 (Moody's Investors service) AA (Standard & Poor's) and AA (Fitch, IBCA) on its general obligation debt. (See Debt Policy)

Capital Projects Expenditures

The City will develop a multi-year plan for capital projects, which identifies all projects likely to be constructed within a ten-year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Capital projects will be constructed to protect or improve the community's quality of life, protect or enhance the community's economic vitality, and support and service new development. To minimize the issuance of debt, the City will attempt to support capital projects with appropriations from operating revenues or excess fund balances (i.e. "pay-as-you-go").

Utility Capital Expenditures

The City will design utility rates sufficient for funding a depreciation reserve that will accumulate resources to replace or rehabilitate aging infrastructure that no longer can be serviced by regular maintenance. Attempts should be made to fund the reserve at a level approximate to annual depreciation of assets as reported in the City's annual Comprehensive Annual Financial Report.

Long-Term Financial Plans

The City will adopt every annual budget in context of a long-term financial plan for the General Fund and Water and Sewer Fund. Financial plans for other funds may be developed as needed. The General Fund and Water and Sewer Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a ten-year horizon. The assumptions will be evaluated each year as part of the budget development process.

Economic Development

Assess and collect ½ percent on each taxable sales transaction in the City and utilizing the revenue to encourage commercial and industrial development within the City. Commercial and industrial development provides additional tax revenues, local employment and shifts a portion of the tax base from the homeowner to the industrial/commercial entity. The MEDC board has set a goal to split the tax burden equally between the homeowner and industrial/commercial development.

Infrastructure Development

The development of capital improvements including street and utility construction will provide the necessary infrastructure for residential and commercial development.

The City has instituted an aggressive ten-year capital improvement program to develop the city's infrastructure. This program will be funded with the growth in tax base as projected. The improvements are being timed to coincide with the annual growth in sectors of the City.

Service Development

The City of Mansfield has approved two (2) new positions in police patrol in FY 2012-2013.

Planning and Development

The City has and will increase its technical assistance to residential and commercial developers in an effort to develop systematic growth and development. Residential and commercial zoning has been developed to fit the city's master plan.

Budget Preparation

The budget development is based on community and individual department needs as identified by the citizens' survey, City Council and individual division projections. The budget is based on the projected growth of both revenue and expense factors citywide over a 5 year period. Projected commercial and industrial development are also factored into the overall budget plan. Council and management have adopted a Modified Strategic Plan to outline the operational and infrastructure demands from the effects of the economy. This plan will be reviewed and revised annually.

Purchasing

The City continues to develop a citywide purchasing plan to simplify, expedite and provide cost savings to all City divisions. The consolidation of purchases, cooperative purchasing and the expanded use of the bid process provides cost savings now and in the future.

INVESTMENT POLICY

I. INTRODUCTION

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Mansfield in order to achieve the goals of safety, liquidity, yield, and public trust for all investment activity. The City Council of the City of Mansfield shall review its policy and investment strategies annually. This policy serves to satisfy the statutory requirement (specifically the Public Funds Investment Act, Texas Government Code, Chapter 2256, and the "Act") to define, adopt and review a formal investment strategy and policy.

II. SCOPE

This investment policy applies to all financial assets of the City of Mansfield. These funds are accounted for in the City's Comprehensive Annual Financial Report (CAFR) and include:

- Governmental Funds
- Proprietary Funds
- Fiduciary Funds

III. INVESTMENT OBJECTIVES & STRATEGIES

The City of Mansfield shall manage and invest the assets of all of its funds with the following objectives. The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with State and Local law.

A. Suitability of Investments

The City of Mansfield, Texas maintains a commingled pool of operating and non-operating funds for the purpose of obtaining

economies of scale in investments and reduced transaction costs while providing separate investment accounting for its operating and non-operating funds. The City utilizes the specific investment strategy considerations designed to address the characteristics of its portfolio:

1. The City's first investment strategy is to assure that anticipated cash flows are matched with adequate investment liquidity.
2. The second investment strategy is to create a portfolio structure that will experience minimal volatility during economic cycles (high quality paper, short-to-mid-term maturities, laddered or barbell maturity structures).
3. The third investment strategy is to maintain maximum dollar weighted average maturity of 365 days or less and will be calculated using the stated final maturity date of each security.

B. Safety

The primary objective of the City's investment activity in all funds is the preservation of capital in the overall portfolio. Each investment transaction shall be conducted in a manner to avoid capital losses, whether they are from securities default or erosion of market value.

C. Liquidity

The City's investment portfolio for all funds shall be structured such that the City is able to meet all obligations in a timely manner. This shall be achieved

by matching investment maturities with forecasted cash flow requirements and by investing in securities with active secondary markets.

D. Yield

The City's cash management portfolio of all funds shall be designed with the objective of regularly exceeding the average rate of return on three-month U.S. Treasury Bills. The investment program shall seek to augment returns above this threshold consistent with risk limitations identified herein and prudent investment policies. The City shall maintain a comprehensive cash management program which includes collection of accounts receivable, vendor payment in accordance with invoice terms, State Statutes, and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and maximum yield on short-term investment of pooled idle cash.

E. Risk and Diversification

The City of Mansfield recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Risk is controlled through portfolio diversification which shall be achieved by the following general guidelines:

1. Risk of issuer default is controlled by limiting investments to those instruments allowed by the Act, which are described herein.
2. Risk of market price changes shall be controlled by avoiding over-concentration of assets in a specific maturity sector,

limitation of average maturity of operating funds investments to one year, and avoidance of over-concentration of assets in specific instruments other than U.S. Treasury securities and insured or collateralized certificates of deposit.

3. Risk of illiquidity due to technical complications shall be controlled by the selection of securities dealers as described in Section VII.

F. Marketability

The investment officer shall strive to ensure that the market value of each investment exceeds the book value. The City shall pursue an active versus a passive portfolio management philosophy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade. The investment officer will routinely monitor the contents of the portfolio, the available markets, and the relative value of competing instruments, and will adjust the portfolio accordingly.

G. Public Trust

All participants in the City's investment process shall seek to act responsibly as custodians of public trust. Investment officials shall avoid any transaction which might impair public confidence in the City's ability to govern effectively.

IV. RESPONSIBILITY AND CONTROL

A. Delegation of Authority and Training

Authority to manage the City's investment program is derived from resolution of the City Council. The Director of Finance is designated as investment officer of the City and is responsible for investment decisions and activities. Unless authorized by law, a person may not deposit, withdraw, transfer or manage in any other manner the funds of the City. The Director of Finance shall establish written procedures for the operation of the investment program, consistent with this investment policy. The investment officer shall attend at least one training session relating to the officer's responsibility under the Act within 12 months after assuming duties. Thereafter, the investment officer shall attend an investment training session not less than once every two years and receive not less than 10 hours of instruction relating to investment responsibilities from an independent source approved by the City Council.

B. Internal Controls

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation costs and benefits require estimates and judgments by management.

Accordingly, the Director of Finance shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

1. Control of collusion.
2. Separation of transaction authority from accounting and record keeping.

3. Custodial safekeeping.
4. Avoidance of physical delivery securities.
5. Clear delegation of authority to subordinate staff members.
6. Written confirmation for telephone (voice) transactions for investments and wire transfers.
7. Wire transfer arrangement with the depository bank or third party custodian.

C. Monitoring

The investment officer shall monitor the market price of investments by checking the Wall Street Journal on a daily basis and monitoring statements from financial institutions. The investment officer may seek a third party independent pricing source to determine the value of the portfolio.

D. Prudence

The standard of prudence to be applied by the investment officer shall be the "prudent investor" rule, which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether an investment officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration:

1. The investment of all funds, or funds under the City's control, over which the officer had responsibility rather than a consideration as to the prudence of a single investment.
2. Whether the investment decision was consistent with the written investment policy of the City.

The investment officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, providing that these deviations are reported immediately and that appropriate action is taken to control adverse developments.

E. Ethics and Conflicts of Interest

City staff involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the City and they shall further disclose positions that could be related to the performance of the City's portfolio. City staff shall subordinate their personal financial transactions to those of the City, particularly with regard to timing of purchases and sales.

An investment officer of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the City Council.

V. REPORTING

A. Monthly Reporting

The Director of Finance shall submit a signed monthly investment report that summarizes current market conditions, economic developments and anticipated investment conditions. The report shall summarize investment strategies employed in the most recent month, and describe the

portfolio in terms of investment securities, maturities, risk characteristics, and shall explain the total investment return for the month in compliance with state law.

B. Annual Report

Within 120 days of the end of the fiscal year, the Director of Finance shall present an audited annual report on the investment program and investment activity. This report may be presented along with the Comprehensive Annual Financial Report to the City Manager and City Council.

C. Methods

The monthly investment report shall include management summary that provides a clear picture of the status of the current investment portfolio and transactions made over the last month. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will be provided to the City Manager and City Council. The report will meet the requirements of Texas Government Code §2256.023(b) (4) and shall include the following:

1. A listing of individual securities held at the end of the reporting period.
2. Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period.
3. Additions and changes to the market value during the period.
4. Average weighted yield to maturity of portfolio on entity of investments as compared to applicable benchmark.

5. Listing of investments by maturity date.
6. The percentage of the total portfolio which each type of investment represents.
7. Statement of compliance of the City's investment portfolio with state law and the investment strategy and policy approved by the City Council.
8. For a pooled fund group, the report must contain a statement prepared in accordance with generally accepted accounting principles which includes the fully accrued interest for the reporting period.
3. Other obligations, the principal of and interest on which are not unconditionally guaranteed by the State of Texas or the United States of America.
4. Obligations of the State, agencies thereof, counties, cities, and other political subdivisions of any state having been rated as investment quality by a nationally recognized investment rating firm, and having received a rating of not less than "A" or its equivalent.
5. Certificates of Deposit of state and national banks with a main office or branch in Texas, guaranteed or insured by the Federal Deposit Insurance or its successor or secured by obligations described in Sections A through D above, which are intended to include all direct agency or instrumentality issued mortgage backed securities rated AAA by a nationally recognized rating agency, or by Article 2529-b1, V.T.C.S., and that have a market value of not less than the principal amount of the certificates.

VI. AUTHORIZED INVESTMENTS

The City shall pursue an active versus a passive portfolio management philosophy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade. The investment officer will routinely monitor the contents of the portfolio, the available markets, and the relative value of competing instruments, and will adjust the portfolio accordingly.

Investments

Assets of the City of Mansfield may be invested in the following instruments: provided, however, that at no time shall assets of the City be invested in any instrument or security not authorized for investment under the Act, as the Act may from time to time be amended.

A. Authorized

1. Obligations of the United States of America, its agencies and instrumentalities.
2. Direct obligations of the State of Texas and agencies thereof.
6. Fully collateralized direct repurchase agreements with a defined termination date secured by obligations of the United States or its agencies and instrumentalities pledged with a third party, selected by the Director of Finance, other than agency for the pledged obligation. Repurchase agreements must be purchased through a primary government securities dealer, as defined by the Federal Reserve, or a bank domiciled in Texas. A Master Repurchase Agreement must be signed by the bank/dealer prior to investment in a repurchase agreement. All

repurchase agreement transactions will be on a delivery versus payment basis. Securities received for repurchase agreements must have a market value greater than or equal to 105 percent at the time funds are disbursed.

7. Investment pools which meet the requirements of TEX.GOV.CODE §2256.016, provided the City Council has approved the specific pool.
8. No-load money-market mutual funds that are registered and regulated by the Securities and Exchange Commission, that has a dollar weighted average stated maturity of 90 days or fewer and includes in its investment objectives the maintenance of a stable net asset of \$1 for each share. The fund must maintain a rating of AAA, or its equivalent by at least one nationally recognized firm. The fund must conform to the requirements relating to the eligibility of investment pools.
9. No-Load mutual funds that are registered with the Securities and Exchange Commission, having an average weighted maturity of less than two years and is invested or secured in obligations described in 1 through 4 above. The fund must maintain a rating of AAA, or its equivalent by at least one nationally recognized firm. The fund must conform to the requirements relating to the eligibility of investment pools.

B. Not Authorized

The City's authorized investment options are more restrictive than those allowed by State law. State law specifically prohibits investments in the following investment securities:

1. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal.
2. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.
3. Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years.
4. Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.
5. Commercial Paper, except as permitted by Section 2, paragraph 7, 8 and 9.

C. Holding Period

The City of Mansfield intends to match the holding periods of investment funds with the liquidity needs of the City. In no case will the average maturity of investments of the City's funds exceed one year. The maximum final stated maturity of any investment shall not exceed five years.

Investments in all funds shall be managed in such a way that the market price losses resulting from interest rate volatility would be offset by coupon income and current income received from the volume of the portfolio during a twelve month period.

VII. SELECTION OF BANKS AND DEALERS

A. Depository

At least every five years, a depository shall be selected through the City's banking services procurement process, which shall include a formal request for proposal (RFP). In selecting a depository, the credit worthiness of institutions shall be

considered, and the Director of Finance shall conduct a comprehensive review of prospective depository's credit characteristics and financial history.

B. Certificates of Deposit

Banks seeking to establish eligibility for the City's competitive certificates of deposit purchase program shall submit for review annual financial statements, evidence of federal insurance and other information as required by the Director of Finance.

C. Securities Dealers

For brokers and dealers of government securities, the City shall select only those dealers reporting to the Market Reports Division of the Federal Reserve Board of New York also known as the "Primary Government Security Dealers", unless a comprehensive credit and capitalization analysis reveals that other firms are adequately financed to conduct public business. Investment officials shall not knowingly conduct business with any firm with whom public entities have sustained losses on investments. All securities dealers shall provide the City with references from public entities which they are currently serving.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following as appropriate:

- audited financial statements;
- proof of National Association of Securities Dealer (NASD) certification;
- proof of state registration;
- completed broker/dealer questionnaire;
- certification of having read the City's investment policy signed by a qualified representative of the organization as defined by the State Statute;

- acknowledgement that the organization has implemented reasonable procedures; and control in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the City and the organization

The investment officers are precluded from purchasing an investment from a representative who has not delivered the written information.

An annual review of the financial condition and registration of qualified bidders will be conducted by the Director of Finance.

VIII. SAFEKEEPING AND CUSTODY

A. Insurance or Collateral

All deposits and investments of City funds other than direct purchases of U.S. Treasuries or Agencies shall be secured by pledged collateral. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 105% of market value of principal and accrued interest on the deposits or investments less an amount insured by the FDIC. Evidence of the pledged collateral shall be maintained by the Director of Finance or a third party financial institution. Repurchase agreements shall be documented by a specific agreement noting the collateral pledge in each agreement. Collateral shall be reviewed monthly to assure that the market value of the pledge securities is adequate.

B. Safekeeping Agreement

Collateral pledged to secure deposits of the City shall be held by a safekeeping institution in accordance with a Safekeeping Agreement which clearly defines the procedural steps in gaining access to the collateral should the City of Mansfield determine that the City's funds are in jeopardy. The safekeeping institution, or

Trustee, shall be the Federal Reserve Bank or an institution not affiliated with the firm pledging the collateral. The safekeeping agreement shall include the signatures of authorized representatives of the City of Mansfield, the firm pledging the collateral, and the Trustee.

C. Collateral Defined

The City of Mansfield shall accept on the following as collateral:

1. FDIC.
2. A bond, certificate of indebtedness, or Treasury Note of the United States, or other evidence of indebtedness of the United States that is guaranteed as to principal and interest by the United States.
3. Obligations, the principal and interest on which are unconditionally guaranteed or insured by the State of Texas.
4. A bond of the State of Texas or of a county, city or other political subdivision of the State of Texas having been rated as investment grade (investment rating no less than "A" or its equivalent) by a nationally recognized rating agency with a remaining maturity of 10 years or less.

D. Subject to Audit

All collateral shall be subject to inspection and audit by the Director of Finance or the City's independent auditors.

E. Delivery vs. Payment

Treasury Bills, Notes, Bonds and Government Agencies' securities and all investments except investment pool funds and mutual funds shall be purchased using the delivery vs. payment method. That is, funds shall not be wired or paid until verification has been made that the correct security was received by the Trustee. The security shall be held in the name of the City or held on behalf of the City. The Trustee's records shall assure the notation of the City's ownership of or explicit claim on the securities. The original copy of all safekeeping receipt shall be delivered to the City.

IX. INVESTMENT POLICY ADOPTION AND REVIEW

The City of Mansfield investment policy shall be adopted by resolution of the City Council. The Policy shall be reviewed for effectiveness on an annual basis and any modifications will be recommended for approval to the City Council.

LONG-TERM FINANCIAL PLAN

THE CITY OF MANSFIELD LONG TERM FINANCIAL PLAN

In years past, the City of Mansfield, Texas prepared and reviewed the comprehensive Strategic Plan. Since the economic downturn that began in 2008, the City of Mansfield has modified the Long Term Strategic Plan to reflect the current economic climate and uncertainty in housing, consumer spending and projected growth within the City. Within this plan the City's Management has considered the variables inherent in managing a City that has growth pressures and economic pressures. This plan is guided by and directed by long-term fiscal policies that have been in place for three decades and revised to reflect current economic conditions and forecasts. As a result, the benefits of these long-term fiscal policies are self-evident in review of past performance of the City. The Plan has been modified in view of National, Regional and Local Economic conditions. The City's long term financial plan is the manifestation of the City's financial policies.

The City's Guiding Fiscal Policy:

Growth Pays for Growth

The current population of the City is only to pay for its costs for services. As growth continues in the City, the new growth will be asked to pay for its cost of services. This principle is also consistent with the fundamental principles of accounting: matching current inflows with current outflows.

Management knows policies are only as effective as the City's ability and willingness to adhere to its policies. The City Council of the City has respected and encouraged fiscal accountability through the implementation of its overall mission.

-Service Excellence-Quality of service at the "Best Value"

- Community Safety
- Managed growth-planning and infrastructure development
- Retention and recruitment of a skilled workforce
- Protection of the City's credit rating

Management Measures Fiscal Policies

The City has implemented fiscal policies to encourage its fiscal health.

- Constant Fee Structure
- One time revenues matched with one -time expenses
- Manage user fees to match market costs and adjust fees as necessary based on market costs
- Fund cash and reserve requirements
- Effectively utilize the potential tax base (undeveloped land)

Each year in evaluating the City's long term financial plan, the City Council and Management consider its guiding policy by implementing and monitoring these measures and mechanisms that have been established. These measures are designed to alert the City Council and Management of

potential fiscal stress or variances from the city’s guiding fiscal policy of letting “Growth Pay for Growth.”

Historical Perspective

Fee Structure – Constant

- Tax Rate - remained constant
- Water & Sewer Rate Structure - water and sewer rates were increased by the City in FY 2011-2012 to cover increased costs of raw water purchase, sewer treatment and utility improvements.
- In FY 2011-2012, the City approved an ambulance fee increase to cover the cost of providing emergency medical care.

One Time Revenues Matched with One Time Expenses

These fees are used to reduce the overall cost of infrastructure improvements resulting from new development.

- Developer Charges
- Street Assessments
- Water & Sewer Assessments
- Park Assessments

Manage User Fees to Match Market Costs

User Fees are adjusted almost annually and has become a common budgeting practice.

Fund Cash and Reserve Requirements

The City has met its bond covenants and self-imposed reserve requirements for the last ten years.

Effective Utilization of Potential Tax Base (undeveloped land)

The economic downturn that began in 2008 has slowed the City’s overall tax base growth due to reduced residential and commercial development. The City has modified the long term financial plan to reflect these current and projected future economic conditions.

For the Future:

One: In considering the future financial performance of the City, Management has considered the historical financial performance of the City within the parameters of its fiscal practices. *Two:* Management reviews the effect of past, current and future economic data, and within relative certainty Management is able to project the fiscal health of the City within the parameters of its fiscal policies. *Three:* Projecting the City’s Revenue, Council and Management are able to make decisions that will enable the organization to achieve its goals and objectives.

- The Long Term Financial Plan is developed from the City’s fiscal policies and management practices; performance measures are established to encourage policy decisions.

**THE CITY OF MANSFIELD
MODIFIED 10-YEAR STRATEGIC PLAN
DEVELOPMENT**

January-March

Divisions submit Staffing and Equipment requests for the 10-year period.
Divisions submit Capital Projects for Streets, Utility and Building Projects requests for the 10-year period

February-April

Business Services reviews historical, current and future revenue sources and estimates budgeted revenues and expenditure growth.
Budget Department updates previous year actual staffing and equipment as approved in prior and current year budget.

May-June

Business Services updates the Strategic Plan based on revised staffing, equipment and capital requirements.
The Business Services Director estimates projected availability of funding for new staffing, equipment and capital requirements.

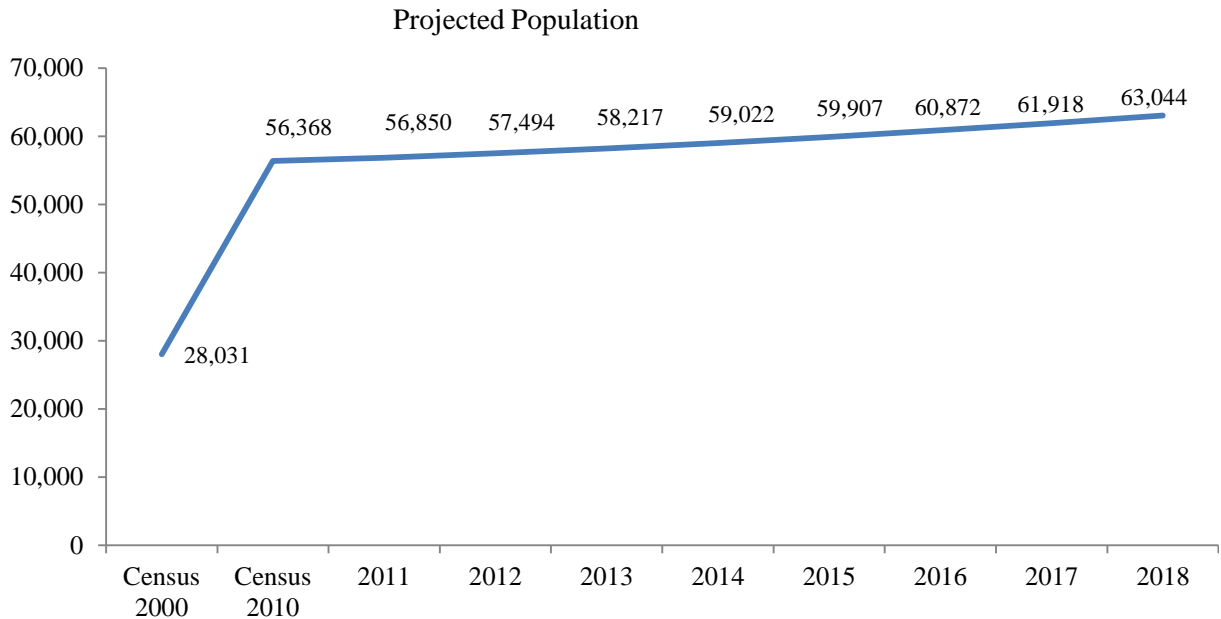
June-July

The Budget Department notifies each division of the availability to fund staffing and equipment requests.
The Business Services Division updates the Strategic Plan and reviews the plan with the City Manager.
The City Manager presents the 10-year plan to City council for approval.

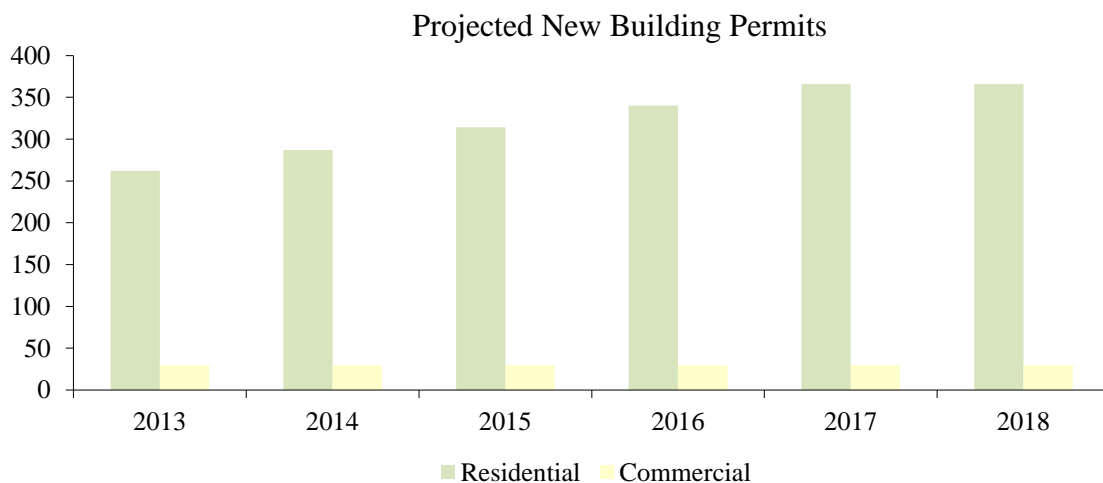
Financial Forecast

In previous years, the Long Term Financial plan included revenues and expenditures for a period of ten years. Since the economic uncertainty that began in 2008, the City has modified the Long Term Financial Plan to reflect revenues and expenses through 2018. The objective of the forecast is simply to measure or guide the allowance of costs. Over the five year forecast, revenues and expenditures are projected to increase although not as dramatically as in prior years because of the slowdown in residential and commercial development.

As reflected, the City's population since 2000 has increased by 102% as of the 2010 census. Since 2000, the City has added staff and services to provide the citizens with essential services at the best value which has led to a two cent tax decrease over time.

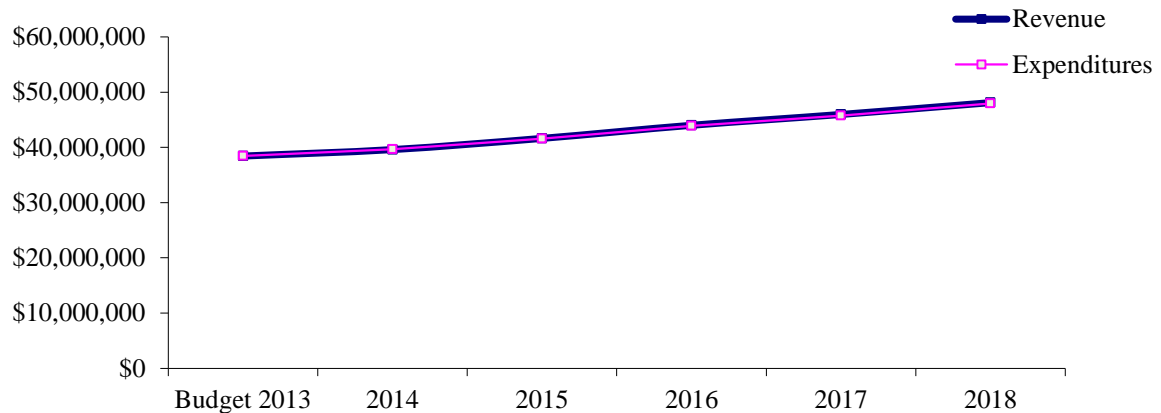


The long term financial condition of the City indicates that fiscal policies, Management policies and City Council directives are resulting in favorable financial conditions in spite of the economic downturn. Although single family residential permits have decreased, existing property values have remained virtually flat. In the short-term, the City has modified the Long Term Financial Plan to allow for slowdown in building activity within the City.



General Fund:

The City's General Fund Revenue is expected to grow on average 4% over the five year period with expenditures projected to grow at the same rate.



- The near term financial condition presents favorable operating conditions within the City, the long term operating conditions reflect the need for Management to monitor fiscal policies and their trends over the next five year period to determine if the projected operating conditions need further assessments or operating expenditures need further curtailments.
- The purpose of the projection serves the City well in that it presents the horizon of the future financial condition to the City Council and Management while near term result will be monitored through the measures implemented by the City's fiscal policies.
- Details of the City's plan over the period reflect the City's fiscal policies are working and directing the fiscal condition of the City through time. The City's revenue structure mirrors the City's fiscal policies and its expenditure base is directed by fiscal policies.
- The next five year period reflects a favorable operating environment.

Description	Budget 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018
Beginning Fund Balance	\$ 9,032,717	\$ 9,032,717	\$8,953,200	\$ 8,988,644	\$9,113,661	\$ 9,337,182
Operating Revenue	38,437,246	39,609,085	41,637,991	44,011,706	45,969,724	48,111,995
Operating Expenditures	38,437,246	39,688,602	41,602,547	43,886,689	45,746,203	47,947,092
Projected Surplus (Deficit)	0	(79,517)	35,444	125,017	223,521	164,903
Ending Fund Balance	\$ 9,032,717	\$ 8,953,200	\$8,988,644	\$ 9,113,661	\$9,337,182	\$ 9,502,085

Effect of the Current Economy in 2013

The City has increased service expectations as it adjusts service programs to meet the current demand for services. Department heads have submitted and requested funding that is well beyond current revenue models. However, in an effort to maintain existing services the City has significantly reduced future spend expectations from the uncertainty of the National and Global Economy.

The City is seeing growth in the commercial and retail sectors. Residential housing starts have stabilized. The City expects this trend to continue into 2013 and 2014.

Efforts to create new sources of funding are being reviewed by Staff and City Council. Service enhancements or program expansions including adding staff and infrastructure improvements may require increased funding including a review of user fees and tax increases. The City Council has directed staff to review user fees to develop and grow new revenue sources. For example, a review of the ambulatory fee suggested that the fee the City was charging was well below the market rate. City Council adjusted the rates to reflect current market rates.

Plan Highlights

- City of Mansfield
 - Current Population in 2010 (Census): 56,368
 - Estimated Population by 2018: 63,044
- Projected Capital Improvement Programs:
 - Future Bond Election-May 2013 \$30,000,000/\$50,000,000
 - Voters may be asked to approve a potential Property Tax Increase of 3-5 cents.
 - Street Improvements Identified: \$22,750,000.
 - Water & Sewer Fund Improvements Identified: \$41,200,000
 - Park Improvements Identified:-\$13,000,000
- Projected Service & Operating Capital Programs
 - General Fund: possible addition of 25 General Fund employees over the 5-year period primarily in public safety.
 - Capital Equipment: Continue to fund new and replacement equipment through one time revenues and expense savings.

The Results of the Plan

The Plan is a financial planning model used by Management and Staff and has become an effective management tool in managing the business matters of the City of Mansfield, Texas. It has become a guide, indicator and reference point for the Rating Agencies and the investment community in assessing the credit strength of the City.

The Plan is a forward-looking statement and includes the City's expectations, hopes, intentions and strategies regarding the future. These forward looking statements included herein are necessarily based on various assumptions and estimates inherently subject to various risks and

uncertainties, including risks and uncertainties relating to possible invalidity of the underlying assumptions and estimates and possible changes or developments in social, economic, business, industry, market, legal and regulatory circumstances and conditions and actions taken or omitted to be taken by third parties, including customers, suppliers, business partners, competitors and legislative, judicial and any other governmental authorities or officials. Assumptions related to the foregoing involve judgments with respect to, among other things, future economic, competitive, market conditions and future business decisions all of which are difficult or impossible to predict accurately and many which are beyond the control of the City. Any such assumptions could be inaccurate and there can be no assurance that the forward-looking statements included in this Executive Summary will prove to be accurate or binding.



GENERAL FUND MODIFIED LONG TERM STRATIGIC PLAN

	2013 Budget	2014 Projected	2015 Projected	2016 Projected	2017 Projected	2018 Projected
Projected Beginning Fund Balance	\$ 9,032,717	\$ 9,837,550	\$ 9,814,046	\$ 9,909,347	\$ 9,963,208	\$ 9,984,639
REVENUE DESCRIPTION						
Ad Valorem Taxes	20,274,690	20,862,252	22,431,037	24,443,992	26,032,340	27,795,780
Sales & Use Taxes	7,974,254	8,474,254	8,839,754	9,104,947	9,378,095	9,659,438
Franchise Taxes	5,601,283	5,657,296	5,713,869	5,771,007	5,828,718	5,887,005
Licenses & Permits	950,000	950,000	959,500	969,095	978,786	988,574
Fines & Forfeitures	2,002,607	2,022,633	2,042,859	2,063,288	2,083,921	2,104,760
Interfund Transfers	810,532	810,532	810,532	810,532	810,532	810,532
Other Revenue	823,880	832,119	840,440	848,844	857,333	865,906
Total Projected Revenue:	38,437,246	39,609,086	41,637,991	44,011,705	45,969,725	48,111,995
Percentage Change	3.00%	2%	5%	6%	4%	5%
EXPENDITURES						
General	2,275,233	2,337,222	2,400,946	2,466,453	2,533,795	2,603,024
Business	4,095,302	4,191,925	4,290,921	4,392,352	4,496,281	4,602,770
Police	12,743,484	13,125,789	13,982,096	14,742,220	15,534,487	16,649,536
Fire	9,741,853	10,034,108	10,335,132	10,919,198	11,246,774	11,777,442
Planning & Development	3,214,492	3,310,926	3,410,255	3,512,562	3,617,939	3,726,477
Public	2,923,263	3,010,961	3,101,290	3,313,131	3,412,525	3,514,901
Community	3,392,920	3,494,708	3,599,549	3,707,535	3,818,761	3,933,324
Other	50,699	182,963	232,359	283,237	535,641	589,618
Capital	-	-	250,000	550,000	550,000	550,000
TOTAL EXPENDITURES	38,437,246	39,688,602	41,602,548	43,886,688	45,746,203	47,947,092
PROJECTED SOURCES(USES)	\$ -	\$ (79,516)	\$ 35,443	\$ 125,017	\$ 223,522	\$ 164,903
Projected Ending Fund Balance	\$ 9,837,550	\$ 9,758,034	\$ 9,793,477	\$ 9,918,494	\$ 10,142,016	\$ 10,306,918
Target Fund Balance	9,922,151	10,418,258	10,920,669	11,520,256	12,008,378	12,586,112
Projected Surplus(Deficit)	\$ (84,601)	\$ (660,224)	\$ (1,127,192)	\$ (1,601,762)	\$ (1,866,362)	\$ (2,279,194)
PROJECTED DEBT SERVICE						
Property Taxes	11,680,422	12,059,787	12,607,491	11,969,870	11,878,304	11,755,464
Percentage of Ad Val to Debt Service	36%	37%	37%	34%	33%	31%

General Fund Assumptions

Revenues

Table 1 – Population Estimates

Table 1 estimates the amount of residential construction and corresponding increase in the population based on an assumed multiplier. (Estimated by the City of Mansfield Planning Department)

Year	Estimated Population	Estimated Units	Estimated Multiplier	Estimated Added Population	Estimated Population
Current	58,217	262	3.08	807	58,217
2014	59,022	287	3.08	884	59,022
2015	59,907	314	3.08	967	59,907
2016	60,872	340	3.08	1047	60,872
2017	61,918	366	3.08	1127	61,918
2018	63,044	366	3.08	1127	63,044

Table 2 – Property Valuation Assumptions

Table 2 estimates the estimated value of new construction of a single family residential dwelling and the corresponding property value. The tax rate assumption for Ad Valorem Taxes is an annual increase of .75 cents in 2013 and 1.75 cents in 2014. City of Mansfield residents may be asked to approve additional tax increases in the future based on the May 2013 bond election.

Tax Year	Estimated Residential Units	New Commercial	New Residential	Ad Valorem Tax	Annual Total
Current	262	\$ 34,426,251	\$ 48,674,069	\$ 590,012	\$ 590,012
2014	287	25,000,000	84,114,558	774,713	774,713
2015	314	25,000,000	91,849,230	829,630	829,630
2016	340	25,000,000	99,466,710	883,714	883,714
2017	366	25,000,000	107,157,435	938,318	938,318
2018	366	25,000,000	107,230,680	938,838	938,838

Table 3 – Property Valuation Assumptions

Table 3 estimates the estimated value of the existing tax base and new construction value. The tax rate assumption for Ad Valorem Taxes may require a tax increase in future years.

Tax Year	Beginning Value	New Const. Value	Existing Value Increase	Est. Total Valuation	Projected Ad Valorem Tax
Current	\$ 4,421,890,676	\$ 83,100,320	\$ 44,218,907	\$ 4,549,209,903	\$ 32,299,390
2014	4,549,209,903	109,114,558	45,492,099	4,703,816,560	33,397,098
2015	4,703,816,560	116,849,230	141,114,497	4,961,780,287	35,228,640
2016	4,961,780,287	124,466,710	148,853,409	5,235,100,406	37,169,213
2017	5,086,246,997	132,157,435	152,587,410	5,370,991,842	38,134,042
2018	5,218,404,432	132,230,680	156,552,133	5,507,187,245	39,101,029

Table 4 – Sales & Use Tax Assumptions

Table 4 estimates the sales tax, mixed drink tax and utility sales tax. Sales Tax is estimated to increase in future years as new retail developments have indicated that they would be placing stores within the city limits. The increase in sales tax reflects those anticipated increases.

Tax Year	Estimated Residential Units	Sales Tax	Mixed Drink Tax	Utility Sales Tax	Annual Total
Current	262	\$ 7,839,754	\$ 118,000	\$ 16,500	\$ 7,974,254
2014	287	8,339,754	118,000	16,500	8,474,254
2015	314	8,705,254	118,000	16,500	8,839,754
2016	340	8,970,447	118,000	16,500	9,104,947
2017	366	9,240,905	120,360	16,830	9,378,095
2018	366	9,519,504	122,767	17,167	9,659,438

Projected Sales & Use Tax Collections

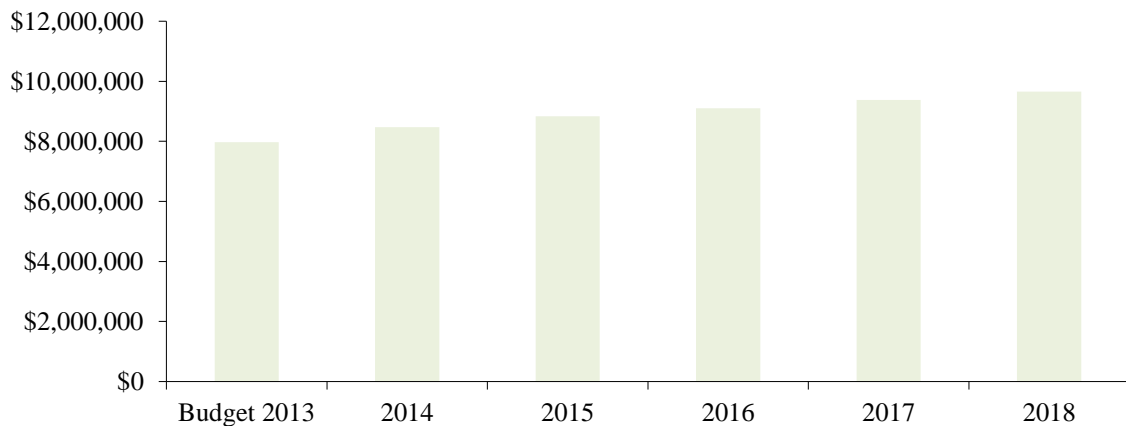
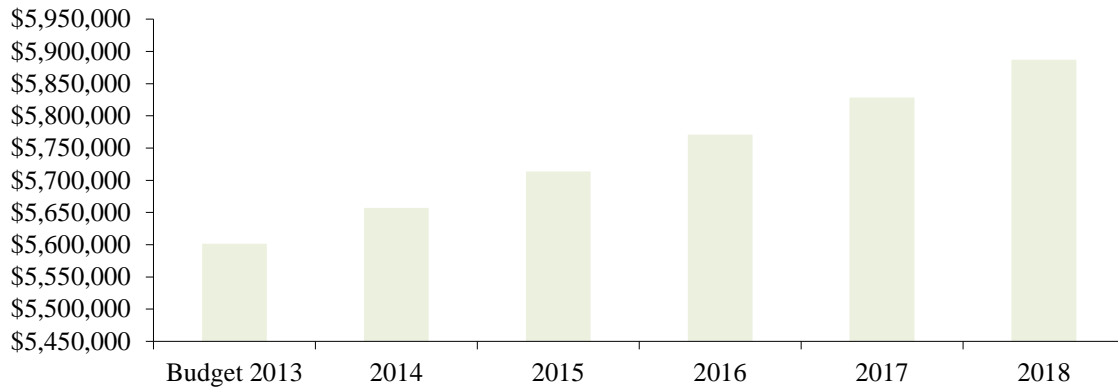


Table 5 – Franchise Fee Assumptions

Table 5 estimates the franchise tax collected on electricity, gas, phone and cable services. These revenues are anticipated to increase as new commercial and retail developments continue within the city.

Tax Year	Franchise Tax	Estimated Increase	Total Increase	Estimated Total
Current	\$ 5,601,283			\$ 5,601,283
2014	5,657,296	56,013	1%	5,713,309
2015	5,713,869	56,573	1%	5,770,442
2016	5,771,007	57,139	1%	5,828,146
2017	5,828,718	57,710	1%	5,886,428
2018	5,887,005	58,287	1%	5,945,292

Projected Franchise Fees



Operating Expenditures

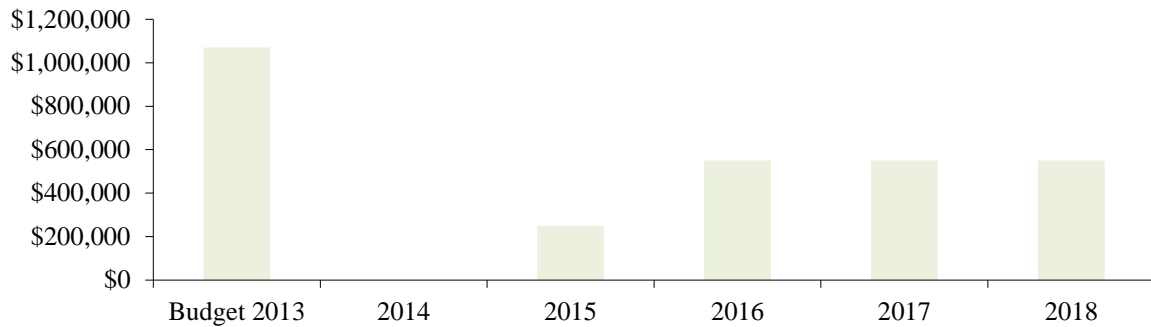
The Operating Expense assumptions include an annual increase in personnel costs and operating costs of approximately 3-5%. A tax increase of up to 5 cents may be required to fund the 2013 bond election in future years. The Capital Improvement Program has been structured to add infrastructure improvements annually with minimal impact on operating cost and debt ratios. The Strategic Plan is structured to provide:

- Operating expense growth based on population growth and development requirements.
- Annual increases in operating costs including the addition of Police Officers. Utilities, fuel and other operating costs are expected to increase annually.
- New and existing capital replacement costs will be evaluated annually. Additional revenues or expenditure savings may be used to fund capital.
- Funds street and facility maintenance from operating expenses.
- Utilizes one time revenues for one-time expenses.

Operating Capital

The city has elected to purchase most short-lived capital assets. Primarily, assets that have asset lives of five years or less are purchased rather than financed. Basically, the costs exceed the benefits of financing these assets because of the size of the annual operating budget, its internal rate of return, and the costs of financing on a short-term basis. The city was able to purchase eleven (11) police cars, technology improvements, rescue equipment, public grounds equipment, facility improvements and other equipment in FY 2012-2013 with excess revenues and expenditure savings in FY 2011-2012.

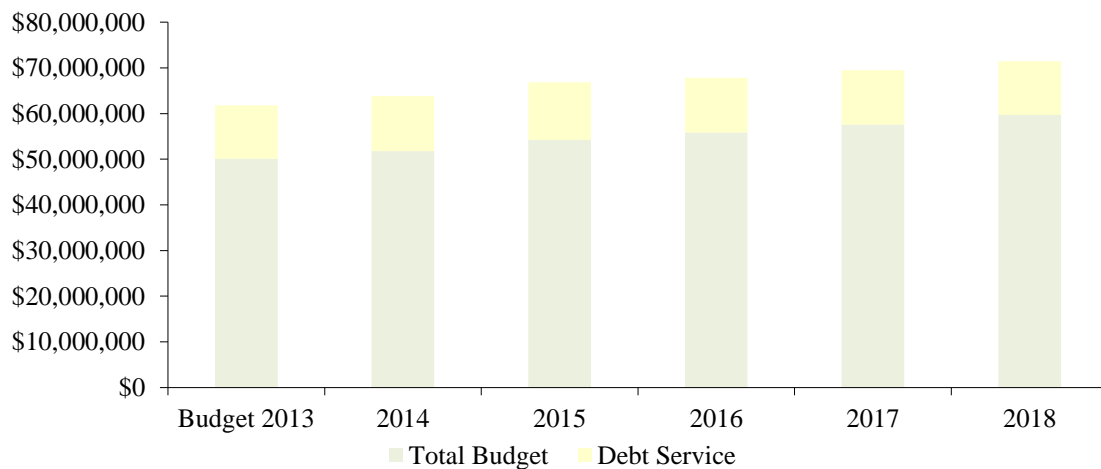
Operating Equipment expected to be purchased:



- Excess revenues and expenditure savings will be used to fund capital equipment.
- The majority of operating capital is dedicated to replacing or adding new equipment, primarily vehicles and technology in Public Safety.
- Over the last 5-year period, the city has purchased additional equipment and vehicles utilizing one time revenues or expenditure savings within the fiscal year.

General Fund Debt Service

The impact of the city's Capital Improvement Program can be measured by the amount of debt activity that is budgeted and for which is reported in the Debt Service fund. Historically, the city has budgeted for debt service payments as much as 52% of every property tax dollar collected within the City of Mansfield, Texas. However in recent years, the City of Mansfield, Texas has reduced the percentage to 36%.



Bond Proposition to the Voters

In May of 2013, the city is projected to ask the citizens of Mansfield to approve a bond proposal of approximately \$20,000,000. The improvements will be primarily dedicated to streets, facility improvements, utility improvements and park improvements. The city has resolved to reduce its debt burden in future years by increasing the tax base faster than its population base and continuing to assess one time development fees that reduce the city's overall debt burden by allowing the city to pay as it goes or in this case pay as it grows. The city may also ask the citizens to approve a property tax increase to fund the infrastructure improvements.

UTILITY FUND **MODIFIED LONG TERM STRATIGIC PLAN**

	2013	2014	2015	2016	2017	2018
	Projected	Projected	Projected	Projected	Projected	Projected
REVENUE DESCRIPTION						
Water Sales	\$ 14,526,737	\$ 14,761,862	\$ 15,911,294	\$ 17,150,481	\$ 18,729,159	\$ 18,940,192
Sewer Sales	8,282,204	8,886,460	9,016,182	9,639,458	10,307,147	11,022,500
Other Fees	1,135,759	1,158,475	1,164,267	1,170,089	1,175,919	1,181,819
Impact Fees	750,000	900,000	900,000	900,000	900,000	900,000
Interest Income	11,500	12,500	14,500	14,500	15,500	16,500
TOTAL REVENUE:	24,706,200	25,719,297	27,006,243	28,874,528	31,127,725	32,061,011
EXPENDITURES						
Administration	530,514	545,784	561,511	577,709	594,394	612,226
Billing & Collections	805,097	829,551	854,820	880,936	907,929	930,627
Meter Reading & Repair	714,136	737,660	762,021	787,251	813,386	833,721
Water Distribution	835,726	860,716	860,716	913,069	940,483	963,995
Waste Water Collection	4,781,782	5,496,114	5,769,759	6,387,948	6,614,404	6,812,836
Water Quality Control	6,960,336	7,577,316	8,312,827	9,106,809	9,986,898	10,601,625
Other	405,302	417,931	430,982	444,408	458,408	469,868
Capital						
TOTAL OPERATING EXP:	15,032,893	16,465,072	17,552,636	19,098,130	20,315,902	21,224,898
OPERATING REVENUE	9,673,307	9,254,225	9,453,607	9,776,398	10,811,823	10,836,113
OTHER EXPENSES						
Transfers	810,532	810,532	810,532	810,532	810,532	810,532
Debt Service	6,311,729	6,776,566	6,966,470	7,212,970	8,474,326	8,716,195
TOTAL OTHER OPERATING:	7,122,261	7,587,098	7,777,002	8,023,502	9,284,858	9,526,727
NET OPERATING ACTIVITY:	\$ 2,551,046	\$ 1,667,127	\$ 1,676,605	\$ 1,752,896	\$ 1,526,965	\$ 1,309,386
COVERAGE FACTOR:						
Annual Debt Service	1.40	1.25	1.24	1.24	1.18	1.15
Maximum Annual Require	1.40	1.24	1.24	1.24	1.18	1.15
Average Annual Require	1.96	2.00	2.13	2.05	1.89	1.90

THE MODIFIED LONG TERM FINANCIAL PLAN

What does the Modified Strategic Plan mean to the Citizens of Mansfield?

The Strategic Plan provides a blueprint of staffing, operating and capital requirements in the FY 2012-2013 budget and anticipated requirements in future years. The plan is adjusted on an annual basis as conditions change and priorities change based on current and future growth projections. By identifying future needs, the City Council and City Management are better able to plan and develop strategies to maintain current service levels, structure debt to provide for infrastructure improvements and maintain financial stability. The plan identifies strengths and challenges in current and future years that enable City Council and Management to better plan for and adjust operations as needed.

How does the Modified Strategic Plan relate to the FY 2012-2013 budget?

The FY 2012-2013 budget provides funding to maintain the current service levels in all departments and provides for future growth and a strong equity position for the city. In prior and future years, Public Safety has been the focal point of attention in the needs assessment provided by City Council and Management. With the expansion of the city's park and recreation system, additional resources have been allocated to provide additional services for the expanded programming requirements. The ongoing maintenance of city streets and right of ways requires resources to be allocated to this service function. The Strategic Plan incorporates local, state and national

economic trends and providing estimates for future budget years. The city increased alarm permit fees, gas well inspection fees and began enforcement of commercial vehicle inspections in FY 2010-2011 to adequately match fees with cost of operations. These revenues have also been included in the FY 2012-2013 budget. In FY 2011-2012, Ambulance Fees were increased to match fees with the cost of Emergency Medical Services.

How does the Strategic Plan improve overall service performance?

By identifying staffing, capital and operational requirements, additional resource allocation may be adjusted to reflect the increased service demand for each department and program. The slowdown in residential permit activity that began in FY 2006-2007 and that is expected to continue into FY 2012-2013 and beyond has challenged each division and department to evaluate operational requirements, staffing levels and capital requirements. The FY 2012-2013 operational budget increased to reflect increased service demands and identify staffing needs primarily in Public Safety, Street Maintenance and Community Services. In short, each division and department was charged with developing new and better operational techniques to maintain the service level demanded by citizens and staff. The retention of a quality workforce maintains the overall service performance at all levels of the organization. Management and Council have committed to providing the "Best Value" for all citizens.

MAJOR REVENUES

General Fund

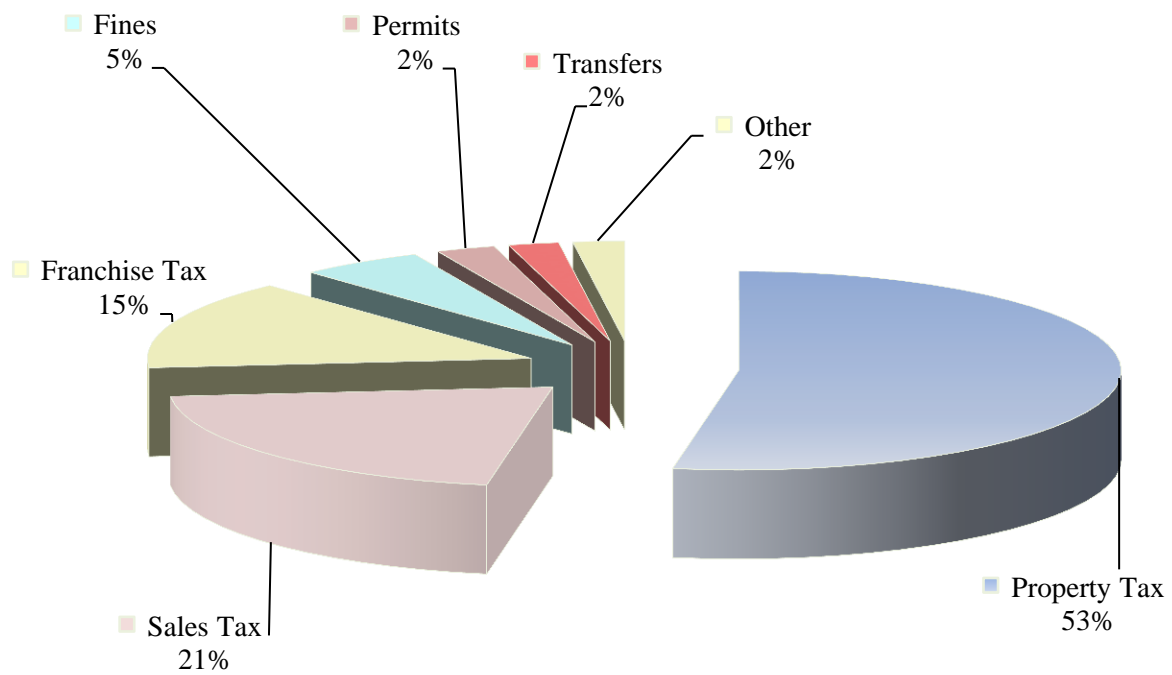
City Revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The City of Mansfield also uses a variety of factors in determining the availability of revenue to fund operations throughout the city including but not limited to *qualitative and quantitative revenue forecasting, trend analysis, multiple regression, time series analysis, multi-year historical data, national, state and local economic trends, undeveloped land, actual and proposed development, quantitative and qualitative factors including plats, building permits and the long term financial plan.*

The City of Mansfield has historically used conservative estimates to forecast revenues in all funds. In FY 2012-2013, residential and commercial permit activity is estimated to increase due to aggressive economic development efforts and increased commercial and residential developments within the City. Continued development in the medical corridor and the southeast portion of the city is expected in FY 2012-2013 and residential permit activity has followed recent local, state and national trends. Property Values increased approximately 2% of which new construction was approximately \$71,358,645. Mineral valuations dropped from FY 2011-2012 levels.

Description	Actual 2009-2010	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Percent
Property Tax	\$ 19,057,275	\$ 19,698,257	\$ 19,972,504	\$ 20,274,690	1.51%
Sales Tax	7,262,803	7,382,207	7,414,050	7,974,254	7.56%
Franchise Fees	5,221,936	5,615,739	5,186,573	5,601,283	8.00%
Permits	1,147,481	897,312	290,642	950,000	
Fines & Fees	1,278,126	2,061,283	1,967,031	1,987,407	1.04%
Transfers	675,720	662,553	810,532	810,532	
Other	935,290	1,186,468	840,672	839,080	-0.19%
Total	\$ 35,578,631	\$ 37,503,819	\$ 36,482,004	\$ 38,437,246	5.36%
Percentage	-5.33%	5.41%	-2.72%	5.36%	

A total of \$38,437,246 is projected in the General Fund for FY 2012-2013. This represents a 5.4% increase over the FY 2011-2012 budget or \$1,955,243 in increased revenue. The assumptions used by the City to formulate the projected 2012-2013 budget are explained and illustrated below. The Property tax is \$.71 in FY 2012-2013 and represents no increase in the property tax rate.

General Fund Revenue Composition Budget 2012-2013

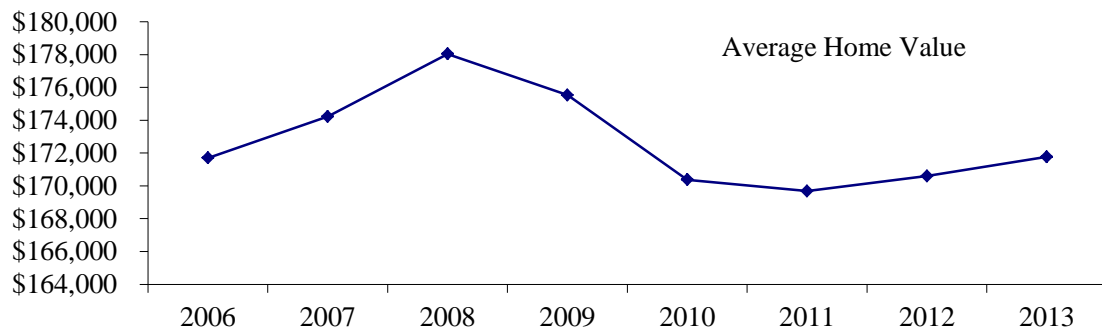
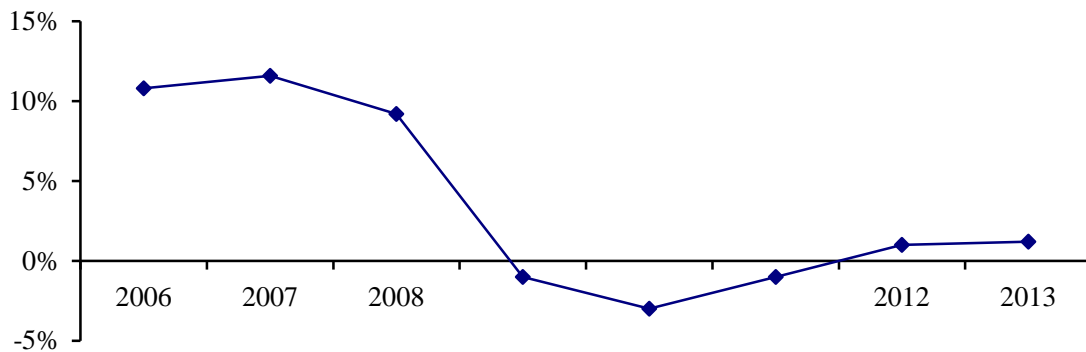


Major Revenues

Property Tax Revenue

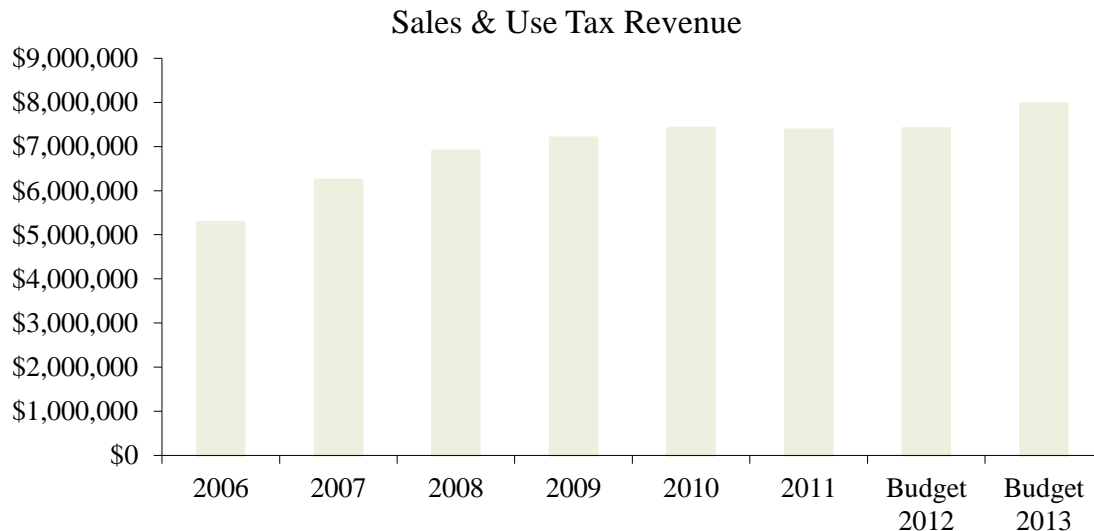
Property Tax accounts for approximately 53% of all revenue in the General Fund. Property Tax revenue is budgeted at \$20,274,690 in FY 2012-2013 an increase of 1.4%% or \$280,186. The slight increase in property tax is from an increase in new property valuations and new growth. New construction activity in FY 2012-2013 is anticipated to increase as economic conditions improve and commercial and retail developments increase. Property tax estimates are based on the valuation of real and personal property within the City of Mansfield, Texas. Over the past eight year period, residential home values have increased approximately 75.5%. In FY 2012-2013 the average residential home increased in value approximately 1%. New construction in FY 2012-2013 was approximately \$ 71,358,645. The production of natural gas and value of mineral interests within the City of Mansfield decreased over prior years due to the reduced price of natural gas.

New Property Value



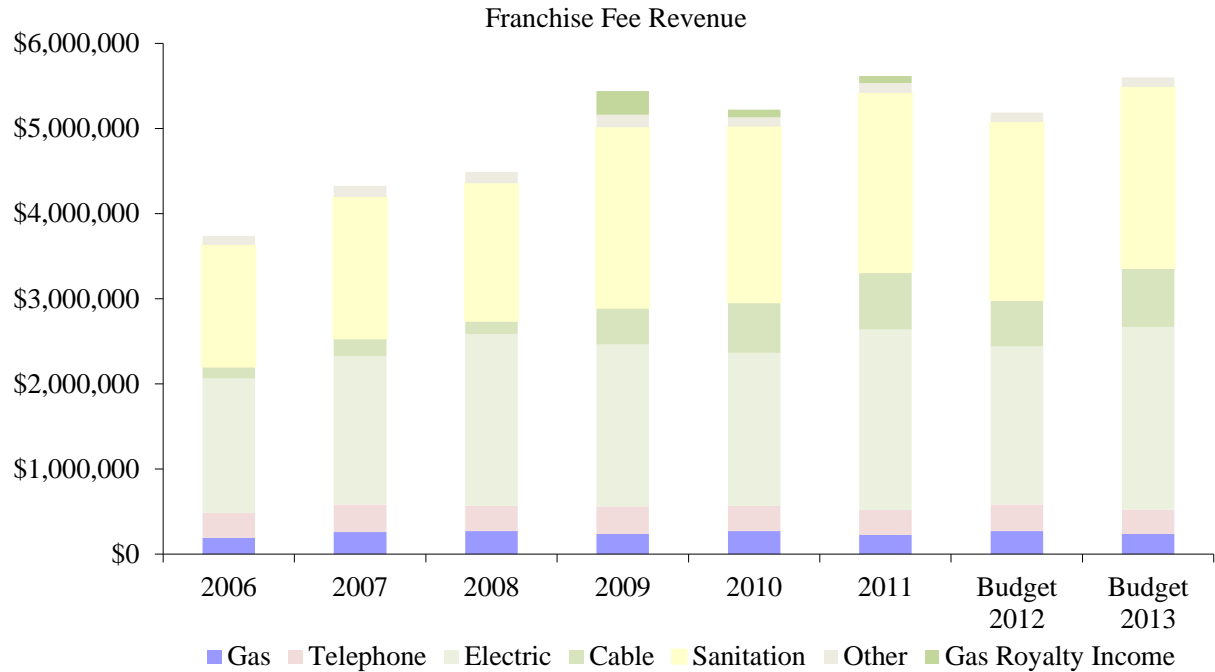
Sales Tax Revenue

Sales Tax accounts for approximately 21% of all revenue in the General Fund. Sales tax revenue also supports the Mansfield Park Facilities Development Corporation and Mansfield Economic Development Corporation. Sales Tax is budgeted at \$7,974,254 in FY 2012-2013 or a 7.6% increase over FY 2011-2012. Budgeted sales tax has historically increased 12.77% since 2001, but the existing economic climate including unemployment, slow job creation and fuel prices have not generated the growth in sales tax. In 2011-2012, the City began to see an increase in retail spending activity from new retail developments and a slightly improved economy. The City anticipates that retail spending will increase in FY 2012-2013 from several new retail and commercial developments scheduled to come on line in FY 2012-2013 and 2013-2014. Retail and entertainment venues including the Hawaiian Falls Water Park, Big League Dreams Sports Park, and the medical corridor will continue to attract retail and commercial development in the short and long term. Through the Mansfield Economic Development program, the City is constantly searching for new retail, commercial and industrial developments to grow its retail base. The City continues to attract high quality development and expects increased retail activity to rebound into 2013.



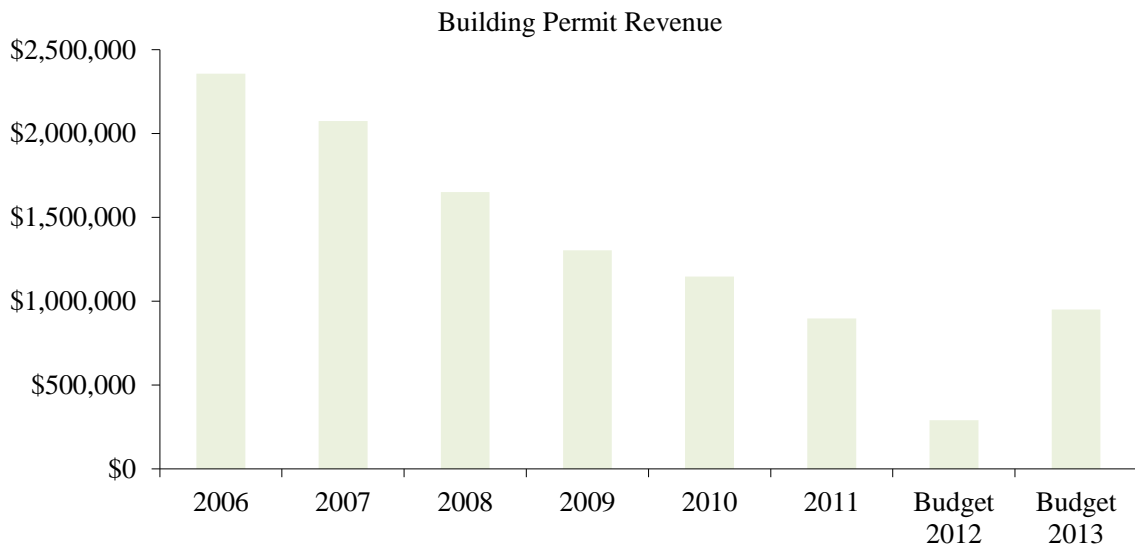
Franchise Tax Revenue

Franchise Tax accounts for approximately 15% of all revenue in the General Fund. Franchise tax revenue includes revenue from electric, gas, telephone, cable and sanitation franchise agreements. In FY 2012-2013, Franchise Tax revenue is projected to increase 8% from cable and phone providers as most residential and commercial units rely on cable and internet services throughout the City. The electric and gas franchise taxes are tied to actual usage and weather conditions. Annually, Franchise Fees have increased an average of 7%. The actual number of users and the weather patterns throughout the year determines the Electric and Gas Franchise fee revenue. The revenue may increase or decrease depending on the volume usage of kilowatt-hours per household, hot or dry conditions during the year and the number of new residential and commercial users.



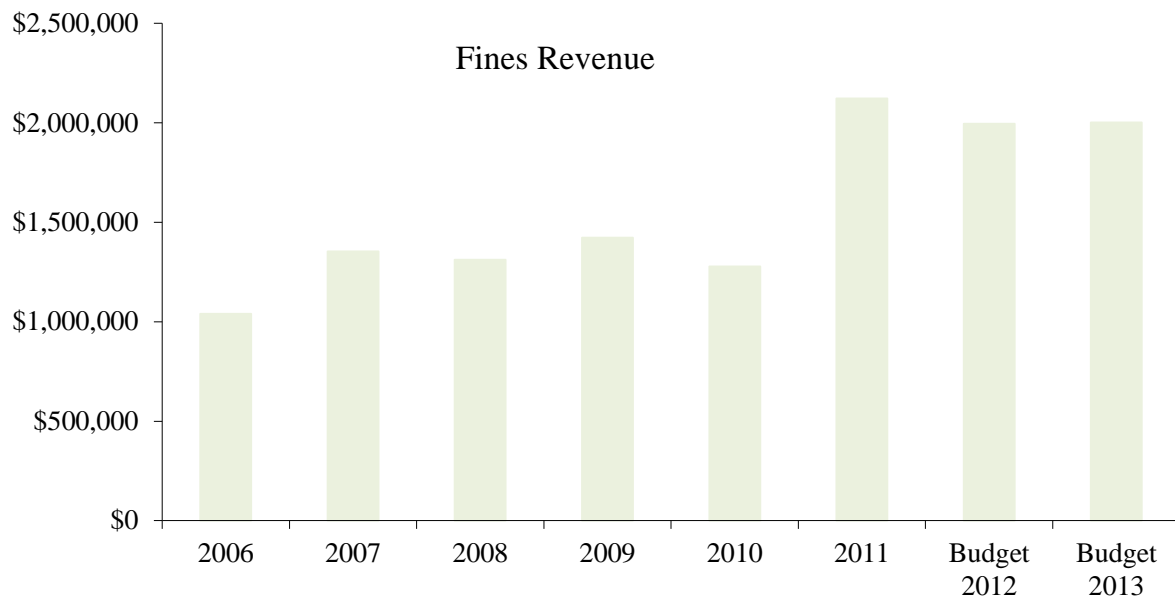
Licenses and Permits

The License and Permit revenues are derived primarily from residential and commercial building activity. Historically, 5% of the General Fund budget has been derived from permit activity. In Fiscal Year 2012-2013, budgeted permit activity accounts for approximately 2% of the General Fund budget. The uncertainty in the residential building activity regionally and nationally has reduced the budgeted amount in this activity over the past three years. In FY 2012-2013, the city anticipates this revenue to increase from new retail and commercial developments that will begin some phase of design and construction. In FY 2012-2013, building permit activity is expected to meet budgeted projections.



Fines & Forfeitures

The Fines and Forfeiture revenue make up approximately 5% of budgeted General Fund budgeted revenue in FY 2012-2013. Two primary sources, Gas Well Inspection Fees and Court Fines, account for 83.6% of the total revenue generated in this activity. Other revenues include animal shelter fines, library fines, alarm permit fees and miscellaneous fines. Gas Well Inspection Fees are budgeted at \$615,000 and court fines and fees are budgeted at \$1,058,011.

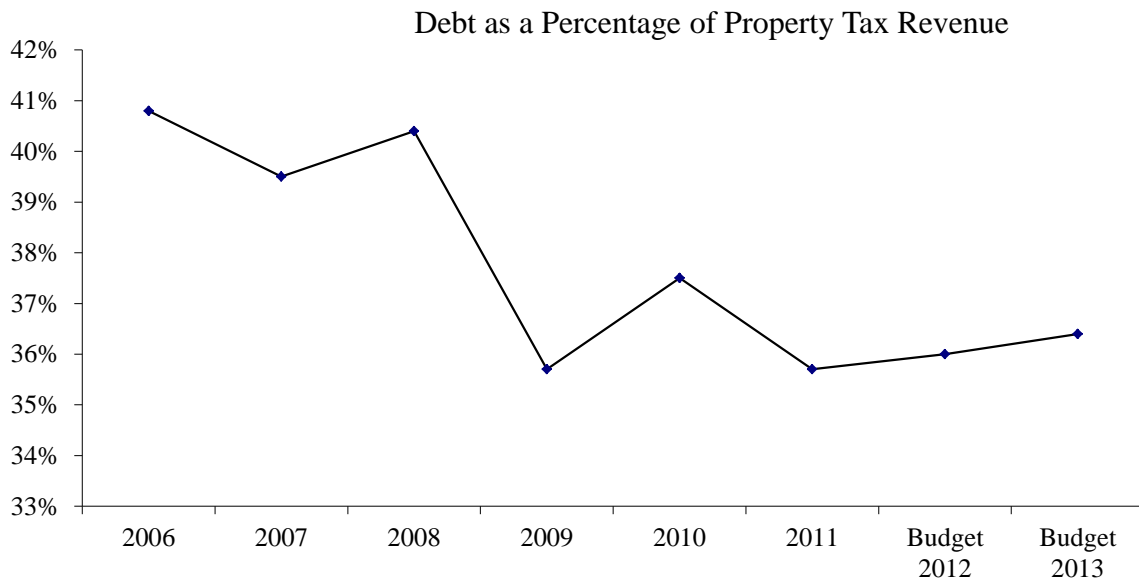


DEBT SERVICE FUND REVENUE ASSUMPTIONS

FY 2012-2013 revenues in the Debt Service Fund are based on the amount of outstanding General Fund Operating Debt requirements. The Budgeted amount for FY 2012-2013 in the Debt Service Fund is \$11,680,422. The budgeted amount is 2.6% over FY 2011-2012 or \$291,792.

Property Tax Revenue

Property Tax accounts for 100% of all funding in the Debt Service Fund. Illustrated below is a summary of the Debt Service Fund historical, current and future projections.

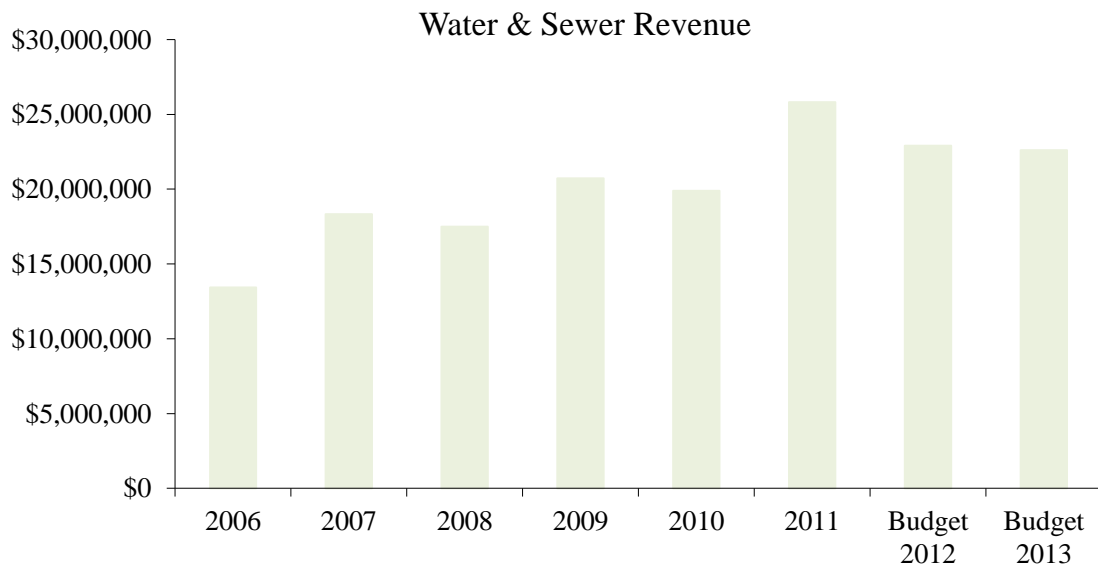


ENTERPRISE FUND REVENUE ASSUMPTIONS

FY 2012-2013 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The Enterprise Fund Revenue includes the Water & Sewer Fund, Law Enforcement Center Fund and the Drainage Utility Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

Water & Sewer Fund

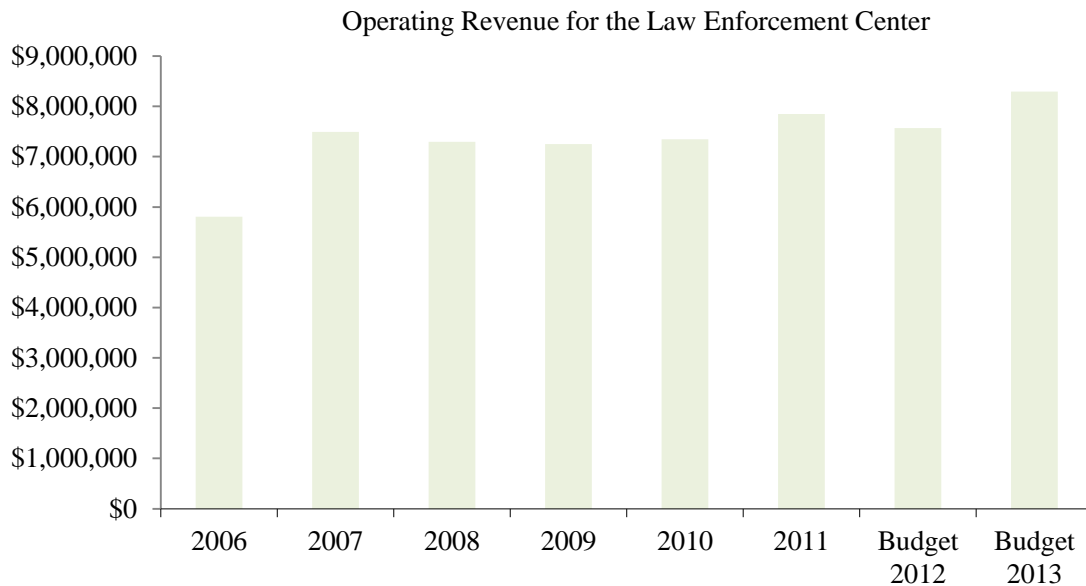
The budgeted revenue in the Water & Sewer fund is \$22,602,344 or a small decrease of 1.2% over FY 2011-2012. The primary revenue source in this fund is Water Sales that makes up 59.2% of all budgeted revenue and Sewer Service that make up 36.4% of all revenue.



Law Enforcement Center Fund

The budgeted revenue in the Law Enforcement Center Fund is \$8,296,990 or a 9.65% increase over FY 2011-2012. The increase in revenue for FY 2012-2013 is due to an increase in the General Fund Transfer of approximately \$85,967, a 4% contract increase from the City of Ft. Worth contract and the projected increase in other contract housing of prisoners. The City of Ft. Worth contract is budgeted at \$5,906,036 to house prisoners.

The primary revenue source in this fund is the rental of jail beds to the City of Ft. Worth and the United States Government that make up 83.4% of budgeted revenue. The Law Enforcement Center rents beds to the United States Government at a rate of \$46.60 per day. Other revenue includes telephone commissions, prisoner transportation charges and salary reimbursements.



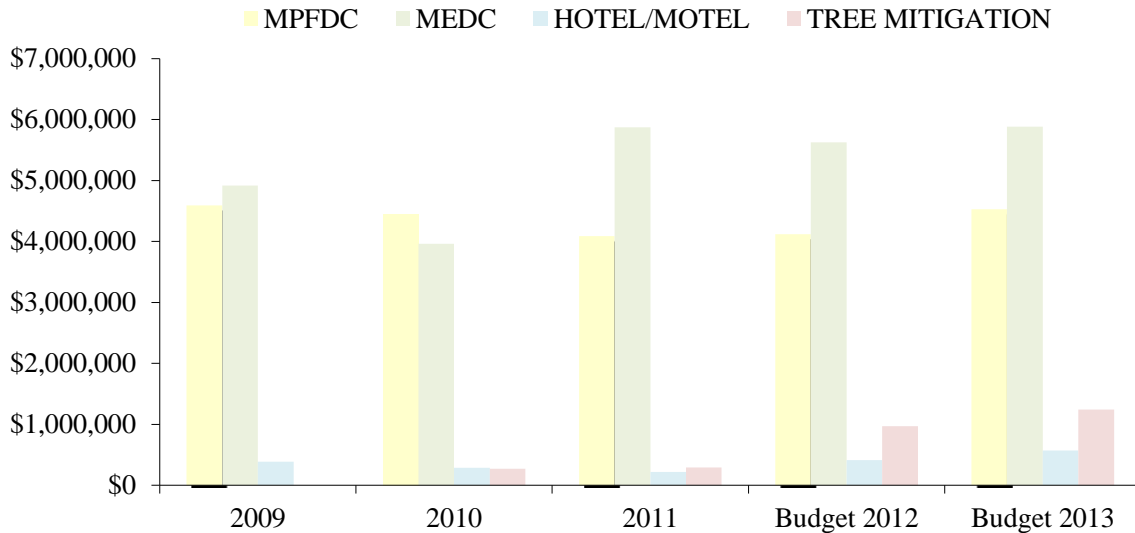
Drainage Utility Fund

The budgeted revenue in the Drainage Utility Fund in FY 2012-2013 is \$1,233,830 or an 8.2% increase over FY 2011-2012. Approximately \$523,398 is dedicated for principal and interest payments. The increased revenue is based on historical revenue patterns over the last three years.

SPECIAL REVENUE FUND ASSUMPTIONS

FY 2012-2013 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the city. The Special Revenue Funds includes the Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation Fund, Tree Mitigation Fund and The Mansfield Economic Development Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

Special Revenue Funds



Hotel/Motel Tax Fund

The budgeted revenue for FY 2012-2013 in the Hotel/Motel Tax Fund is \$571,769 or a 38.2% increase over FY 2011-2012. Revenue from this fund is derived from a hotel/motel tax on hotel and motel occupied rooms within the City of Mansfield. The revenue in this fund is expected to increase due and aggressive tourism and hometown event schedule. The recent developments in Arlington including the new Dallas Cowboy's stadium and local venues including Big League Dreams Sports Park and Hawaiian Falls Water Park will increase demand for hotel space. The City of Mansfield also assisted Big League Dreams Sports Park in upgrading the existing fields by installing artificial turf therefore reducing the number of rainouts and spurring further tournament participation at the complex.

Mansfield Park Facilities Development Corporation

The budgeted revenue for FY 2012-2013 in the Mansfield Park Facilities Development Corporation (MPFDC) budget is \$3,295,657 for operations and an additional \$1,232,668 in sales tax revenue to pay for debt service. In 1992, the citizens voted a ½ cent sales tax to provide parks, cultural facilities and equipment to enhance and expand the City of Mansfield's park system. The primary sources of revenues from this fund are derived from sales tax, grants, and rental fees. Sales Tax accounts for 84.7% of budgeted revenue. The city will also receive and estimated \$100,000 in additional revenue from contract obligations with Hawaiian Falls and the Mansfield National Golf Club. The primary revenue source in this activity will continue to increase as new retail and commercial developments continue throughout the city. The Big League Dreams project, Hawaiian Falls Water Park and the Mansfield National Golf Club will generate additional sales tax revenue with no operating impact to this fund.

Mansfield Economic Development Corporation

The budgeted revenue for FY 2012-2013 in the Mansfield Economic Development Corporation (MEDC) budget is \$5,881,403 Included in the revenue is \$3,690,208 in anticipated contractually obligated projects or anticipated projects. In 1992, the citizens voted a ½ cent sales tax to provide economic development funds to provide a funding mechanism to encourage retail, commercial and industrial development within the City of Mansfield to reduce the residential tax burden. The primary source of revenue from this fund is derived from sales tax that makes up 99% of budgeted revenue in this fund.

Tree Mitigation Fund

The budgeted revenue for FY 2012-2013 is \$1,241,265 from prior year proceeds and estimated revenues. The Tree Mitigation Fund derives revenues from fees charged to developers for tree and irrigation improvements and operating costs to maintain public grounds.

CAPITAL PROJECTS FUND REVENUE ASSUMPTIONS

The Capital Project Funds include the Street Construction Fund, Utility Construction Fund, Building Construction Fund and Equipment Replacement Fund. The revenue sources for these funds include bond proceeds, impact fees, contributions, transfers, interest earnings, grants and other uncategorized revenue. Impact Fees include Roadway Impact Fees and Water & Sewer Impact Fees. Roadway Impact Fees are charged to the builder or developer on a per lot basis for residential homes at a rate of \$1,000 per lot, commercial and special use impact fees are charged on a per square footage basis. Water and Sewer Impact Fees are charged on the size of the water and sewer line connection to the water & sewer system.

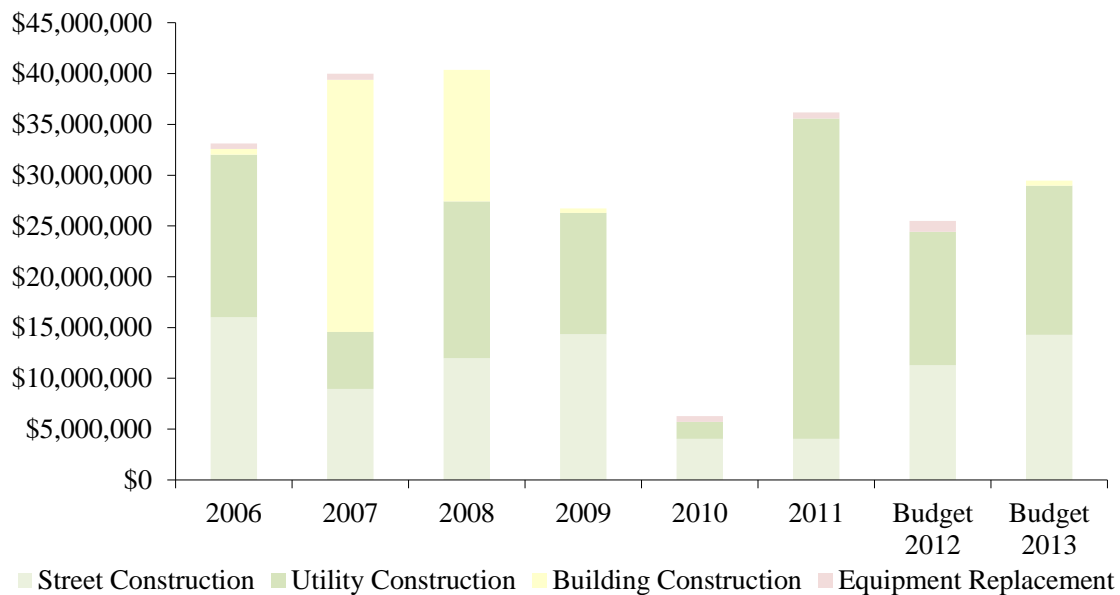
While bond proceeds continue to be the major source of revenue for the capital funds, Impact Fees have become a major revenue source in the revenue structure of the Capital Projects Funds although impact fees have declined due to the economic downturn and lack of significant development projects. Average impact fees per single family unit total \$7,300.

Since 1995, Roadway Impact Fees, Water & Sewer Impact Fees and Park Development Fees have totaled \$76,467,326. The Impact Fee revenue is projected to continue in future years but the city has been conservative in its estimates for impact fee contributions. Impact Fees are utilized to reduce the amount of bond issuance in the Street Construction and Utility Construction funds.

Contributions from developers and the Mansfield Economic Development Fund provide additional revenue in these funds. Contributions are not budgeted on an annual basis in the Capital Projects Fund since these revenues cannot be projected with any degree of certainty.

Transfers, interest and expense recovery revenues make up the remaining revenue source of the Capital Project Funds. Transfers from the General Fund provide the major revenue source for the Equipment Replacement Fund. Transfers are not budgeted in any fund other than the Equipment Replacement Fund since these revenues cannot be projected with any degree of certainty.

The City Council and management team have made a conscious effort to develop alternative revenue sources by the utilization of impact fees and developer contributions.



Street Construction Fund

The budgeted revenue for FY 2012-2013 in the Street Construction Fund is \$14,289,355 or an increase of 26.5% over FY 2011-2012. The prior year projects in progress account for \$3,470,470 of this budgeted amount. Impact Fees are projected to generate an estimated \$500,000 in FY 2012-2013.

Utility Construction Fund

The budgeted revenue for FY 2012-2013 in the Utility Construction Fund is \$14,665,399 that includes \$2,263,209 in prior year funding. Impact Fees are budgeted at \$1,100,000.

Building Construction Fund

No new facilities are scheduled in FY 2012-2013. Building Improvements to Fire Station #2 if approved will be approximately \$500,000.

Equipment Replacement Fund

The primary source of revenue in this fund is a transfer from the General Fund. No funds have been allocated in FY 2012-2013. In FY 2012-2013, the city will transfer approximately \$1,070,167 from the General Fund for replacement patrol vehicles, financial software, technology upgrades, emergency operations improvements, crime scene light source, wireless weight scales, DNA walk in refrigerator, life package upgrades, swift water airboat, brush truck, trailer, gator, Z-turn mower and pickup truck. The City of Mansfield has received \$80,000 in donations and will auction old equipment to assist in funding replacement equipment.

GOALS AND OBJECTIVES STATEMENT

Incorporated in the FY 2012/2013 budget is the continuation of the original program as set forth by the administration and identified in the annual statement of Goals and Objectives. The FY 2012/2013 budget represents a renewed challenge in continuation of these goals through identification of major objectives. These have been restated in understanding of the positive direction and continued improvements accomplished by taking positive and deliberate steps to meet our goals of "A SATISFIED PUBLIC, A SKILLED WORK FORCE, and A COST EFFECTIVE SERVICE DELIVERY."

Although financial goals and objectives are present throughout the budget, critical to all the citizens of Mansfield are non-financial goals and strategies to enhance the quality of life for all citizens.

Further, it is important to understand how short term and long term goals relate to the overall objectives expected by the citizens of Mansfield.

Individual Division/Department Goals & Objectives can be found in each Division/Department section of the budget.

NON FINANCIAL GOALS & OBJECTIVES

City Council and City staff met to establish priorities and broad based goals for Fiscal year 2012-2013. Incorporated into the overall Strategic Planning Session was “A Collective Vision” or simply put

“To provide our citizens the highest quality service at the Best Value”

In order to accomplish the vision, City Council and City Staff recognize the importance of strategic planning, the development of goals and effective strategies for implementation of established goals and priorities. The following broad based goals were established as follows;

Continue to Develop Infrastructure

- Relieve Traffic Congestion by improvements to major arteries and intersections.
- Improve street maintenance to ensure that repairs to existing streets are made with as little traffic interruption as possible.

Maintain High Quality Development

- Maintain a highly competitive program for recruiting economic development projects.
- Enhance Residential Development by possibly offering builder incentives and maintaining building standards.
- Streamline the development process to take advantage of development opportunities.

Living Environment

- Alleviate congestion at intersections of major highways & roads with consideration of future needs.
- Continue to maintain the “Best Parks System” and “Superior” water & sewer system.
- Develop strategies to maintain a “satisfied public”.

Expand the Use of Technology

- Utilize technology to enhance the communication with citizens.
- Enhance the city’s web applications to provide all residents and non-residents with easy access to the City of Mansfield’s information and notifications.

Public Safety

- Add more patrol officers to prevent crime and enhance the patrol function.
- Fill frozen positions in the fire department to possibly staff an additional ambulance.
- Maintain the ISO rating creating savings for current and future residents and commercial entities.

Enhance the Tourism Program

- Continue to explore partnerships with other entities including the Mansfield Independent School District, hotels, existing public/private partnerships to create a National Corporate Focus.
- Create a positive image not only to the citizens but visitors who come to enjoy are many venues.
- Aggressively promote the city by enhancing marketing and tourism.

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

<div style="display: flex; justify-content: space-between;"> MAJOR GOALS CONTINUE TO DEVELOPMENT OF INFRASTRUCTURE </div>	
Strategies	Department Actions
Provide funding for additional improvements	The Public Works Department will utilize additional funding for projects including Debbie Lane, existing projects and asphalt overlays to residential streets. Building Services and the Fire Division will provide oversight to remodeling of Fire Station #2.
Relieve Traffic Congestion	The Public Works Department will continue to expand improvements to existing roadways and create improvements to medians and right of ways.
Improve Existing Technology Infrastructure	The Business Services Division will replace the existing core switch, purchase a new server in Public Safety, coordinate the maintenance upgrade to the city's financial software and assist in the implementation of records management software in the Animal Control Department.
Enhance the use of Technology.	All departments will utilize new technologies wherever possible including I-Pad technology, enhanced video and data sharing, I-Phone application and electronic funds transfers wherever possible to improve and streamline work performance. Explore the possibilities of an ERP system.
Improve Existing Streets and Right of Ways	The Public Works Division will utilize additional funding to maintain existing streets by repairing concrete, asphalt, curbs and other maintenance items.
Explore Additional Sources.	The Public Works Division will explore additional grants, cooperative purchasing opportunities and funding from other resources to offset the cost of infrastructure improvements.

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

MAJOR GOALS		MAINTAIN HIGH QUALITY DEVELOPMENT	
Goal		Department Actions	
Maintain Existing Planning and Zoning Requirements.		The Planning and Building Services Division will ensure all developments comply with existing planning and building standards.	
Work with the Development Community to provide responsive consistent zoning.		The Planning and Building Services Division will ensure that each developer understands the planning and zoning requirements and be responsive to any questions relating the city's current standards.	
Discuss and Develop incentives to developers for high quality projects.		The Mansfield Economic Development Division will identify projects that may qualify for funding of various high quality projects.	
Develop alternative funding sources and developer participation wherever possible.		In 2006-2007, the City Council approved TIF funding areas within the city to create an economic mechanism to fund infrastructure improvements and expand those areas within the city. Continued developer participation will be encouraged wherever possible.	
Continue to develop and monitor the cities development guidelines to ensure quality projects and maintain property values.		The Building Services Division, Planning Division and Public Works Division will review all plans submitted and ensure compliance of architectural standards, setback requirements, signage and square footage requirements. The development review committee will review each project to ensure all projects meet established guidelines.	

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

MAJOR GOALS		ENHANCE TOURISM	
Goal		Department Actions	
Continue to provide funding to the City's Tourism Department.		City Council and Management will continue to provide funding for the city's tourism department.	
Partner with other Governmental Agencies, Hotels and other Local Business Owners to promote Mansfield as prime work, play and stay city.		The Tourism Department will continue to partner with the Mansfield Independent School District, Big League Dreams, Hawaiian Falls, Mansfield National Golf Course, Walnut Creek Country Club and local groups to enhance the total visitor experience and provide additional venues for corporate events.	
Solicit National Companies as a place to stay for local and regional events.		The Tourism Department will continue to highlight the hotels, recreation venues, meeting venues and local retail establishments to solicit national companies.	
Explore the possibility of finding a partner to provide a full amenity hotel and conference center in the entertainment district.		Work with the Mansfield Economic Development Corporation to solicit hotel partners.	
Enhance Mansfield's Image		Continue to develop the "We've Got Game" website and promote Mansfield utilizing and expanding the marketing program.	

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

MAJOR GOALS		CREATE A TOTAL LIVING ENVIRONMENT	
Goal		Department Actions	
Alleviate congestion at intersections of major highways/roads with consideration of future needs.		The Public Works Division will identify congestion areas, develop alternative traffic flow patterns and analyze costs to fund traffic congestion relief projects including signalization of major intersections.	
Continue to maintain the “Best Parks System.		The Public Grounds Department and the MPFDC will expand maintenance of existing parks and public grounds by expanding irrigated medians, tree planting and development of the Williams Property.	
Continue to maintain a “Superior” Water and Sewer System.		The Utility Division will continue to expand the use of the latest technology to provide service delivery to all areas of the city. The Utilities Division will continue to expand the conservation programs, reduce costs utilizing the latest technology and monitor flow patterns throughout the city.	
Review future traffic patterns and issues related to growth and development throughout the city.		The Public Works Division, Planning Division and city staff will communicate with developer’s to develop alternative right of way areas. City staff will meet with developers and land owners to identify development plans and future traffic needs.	
Develop strategies to provide a “Satisfied Public”		All divisions and departments will expand the use of technology to better serve the citizens through the City’s website.	

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

MAJOR GOALS		PUBLIC SAFETY	
Goal		Department Actions	
Build and maintain a safe community.		The Public Safety Division has added two (2) additional patrol positions and funded partially funded grant positions, added two (2) new patrol officers and added one (1) new court clerk to further enhance the public safety function. The Fire Division will begin to fill open and frozen positions beginning in FY 2012-2013.	
Continue to replace vehicles and equipment.		Approximately \$1,070,167 in new and replacement equipment will be purchased to replace and add new vehicles and equipment.	
Maintain service levels by maintaining the existing workforce		The Public Safety Division is participating in the Auto Task Force and expanded the Crime analyst program. Market adjustments in Police, Fire and the LEC have been made to ensure the value of the existing workforce	
Improve Technology		City Council has approved the purchase of a new P-25 radio system and continues to replace existing servers and software applications.	
Maintain or improve the City's ISO rating.		Continue to fund equipment and staff in the Fire Division to maintain the current ISO rate of 2 and as funding permits, explore the necessary expansion to reach an ISO rating of 1.	
Develop new customers for the Law Enforcement Center.		The Public Safety Division will contact other local law enforcement agencies to lease jail space from the City of Mansfield	

**SERVICE PROGRAM
FISCAL YEAR 2012/2013**

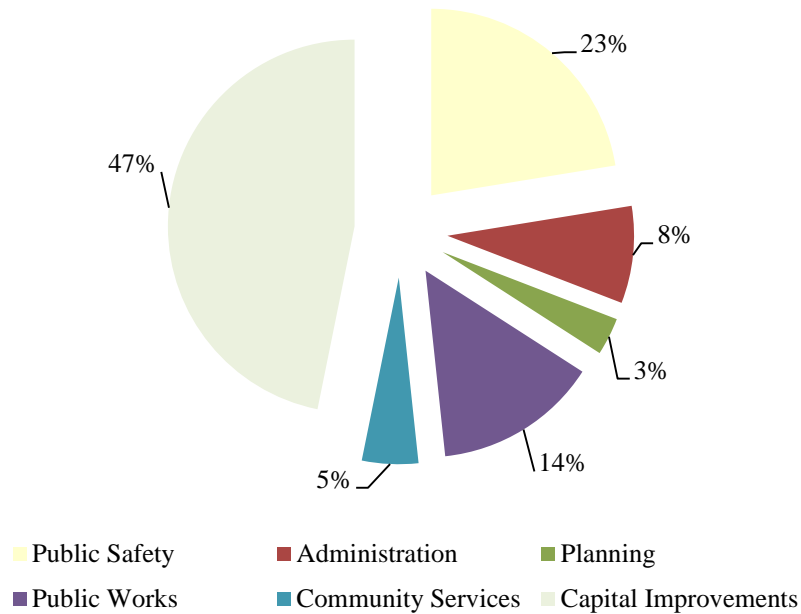
MAJOR GOALS		MAINTAIN THE AA BOND RATING	
Goal		Department Actions	
Issue debt only in amounts approximate to debt being paid off.		The City Administration and Business Services Division will maintain current debt ratios while continue to maintain the current fund balance policy of 25% of operating expenditures.	
Ensure expenditures are in line with revenues.		Maintain a balanced budget in all funds.	
Fund capital replacement from excess revenues or expenditure savings.		Utilize one time expenditure savings and excess revenues to fund equipment and vehicle replacements.	
Create opportunity for expanded revenues.		Review the current fee structure including ambulance fees, developer fees and other fees to generate additional revenue.	
Limit the tax burden on taxpayers.		Continue to retain existing commercial business and create opportunity/incentives for new retail and residential developments. Increase quality projects.	
Continue to participate and encourage the development of Highway 360		Work with other municipalities and counties to encourage the continued development of Highway 360 as a major north/south corridor.	

BUDGET SUMMARY

Business Matrix 2012-2013

By Fund	Public Safety	Business & Administration	Planning & Development	Public Works	Community Services	Capital Improvements	Total
General	\$ 22,485,337	\$ 6,421,234	\$ 3,214,492	\$ 2,923,263	\$ 3,392,921		\$ 38,437,247
Debt Service						21,066,192	21,066,192
Utility				16,011,473			16,011,473
Law Enforcement Center	8,296,990						8,296,990
Drainage				567,971		817,514	1,385,485
Hotel/Motel		571,769					571,769
MPFDC					3,295,657		3,295,657
MEDC		4,563,428				6,444,408	11,007,836
Tree Mitigation			1,241,265				1,241,265
Capital Projects						37,198,026	37,198,026
BUDGET ALLOCATION	\$ 30,782,327	\$ 11,556,431	\$ 4,455,757	\$ 19,502,707	\$ 6,688,578	\$ 65,526,140	\$ 138,511,940
PERCENT	22.22%	8.34%	3%	14%	5%	47%	100%

Budget Summary



BUDGET SUMMARY-ALL FUNDS COMBINED				BUDGET SUMMARY-ALL FUNDS COMBINED			
FISCAL YEAR 2012-2013				FISCAL YEAR 2012-2013			
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds*	Enterprise Funds	2012-2013 Budget All Fund Types	2010-2011 Actual All Fund Types
SOURCES							
Property Taxes	\$ 20,274,690		\$ 11,680,422			\$ 31,955,112	\$ 31,166,902
General Sales & Use Tax	7,974,254	9,177,060	2,550,643			19,701,957	15,063,729
Franchise Taxes	5,601,283	571,769				6,173,052	7,023,843
Fines & Fees	2,002,607					2,002,607	5,907,316
Charges for Services			525,670		33,128,806	33,654,476	33,366,342
Licenses & Permits	950,000					950,000	897,311.93
Interest	5,000					5,000	14,311
Intergovernmental Revenues							
Miscellaneous Revenue	818,879	1,241,265				2,060,144	838,826
Bond Proceeds & Prior Year Projects*				41,223,843		41,223,843	13,197,754
Grant Proceeds & Contributions						-	149,997
Impact Fees				1,250,000		1,250,000	9,024,928
Operating Transfers In	810,533				1,094,108	1,904,641	1,999,776
TOTAL SOURCES	38,437,246	10,990,094	14,756,735	42,473,843	34,222,914	140,880,832	5,592,040
						118,323,185	123,254,254
USES							
Salary & Benefits	26,807,691	2,154,139			11,014,711	39,976,541	41,672,763
Supplies	6,811,243	3,424,390			13,549,003	23,784,636	27,106,270
Contactural Services	3,724,204	571,266				4,295,470	6,324,201
Capital Outlay & Prior Year Projects		4,840,299		42,473,843		47,314,142	6,788,141
Debt Service			14,756,735		6,311,729	21,068,464	29,675,767
Operating Transfers Out	1,094,108				978,579	2,072,687	32,187,009
TOTAL USES	38,437,246	10,990,094	14,756,735	42,473,843	31,854,022	138,511,940	143,754,151
TOTAL SOURCES/(USES)	0	0	0	0	2,368,892	2,368,892	(20,499,897)
BEGINNING NET ASSETS	9,032,717	15,896,649	1,454,817	22,510,222	119,597,742	168,492,147	188,992,044
Adjustments	0	0	0	0	2,368,892	2,368,892	(20,499,897)
ENDING NET ASSETS	\$ 9,032,717	\$ 15,896,649	\$ 1,454,817	\$ 22,510,222	\$ 121,966,634	\$ 170,861,039	\$ 168,492,147

*Includes proceeds from previous bond issues and remaining funding for on-going projects.

CITY OF MANSFIELD, TEXAS
GENERAL FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012-2013
Beginning Fund Balance	\$7,982,940	\$9,032,717	\$9,032,717
Less Reserves	-	-	-
Beginning Unreserved Balance	7,982,940	9,032,717	9,032,717
Receipts:			
Revenues	36,841,266	35,671,472	37,626,714
Sale of City Property			
Interfund Transfers	662,552	810,532	810,532
Total	37,503,818	36,482,004	38,437,246
Funds Available	45,486,758	45,514,721	47,469,963
Deductions:			
Expenditures	34,317,731	34,948,707	36,922,979
Interfund Transfers Out	2,136,310	1,533,297	1,514,267
Purchase of Land	-	-	-
Other Operating Expenses	-	-	-
Reserve for Contingencies	-	-	-
Total	36,454,041	36,482,004	38,437,246
FUND BALANCE			
Unreserved	9,032,717	9,032,717	9,032,717
Reserved	-	-	-
Ending Fund Balance	\$9,032,717	\$9,032,717	\$9,032,717

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2012/2013

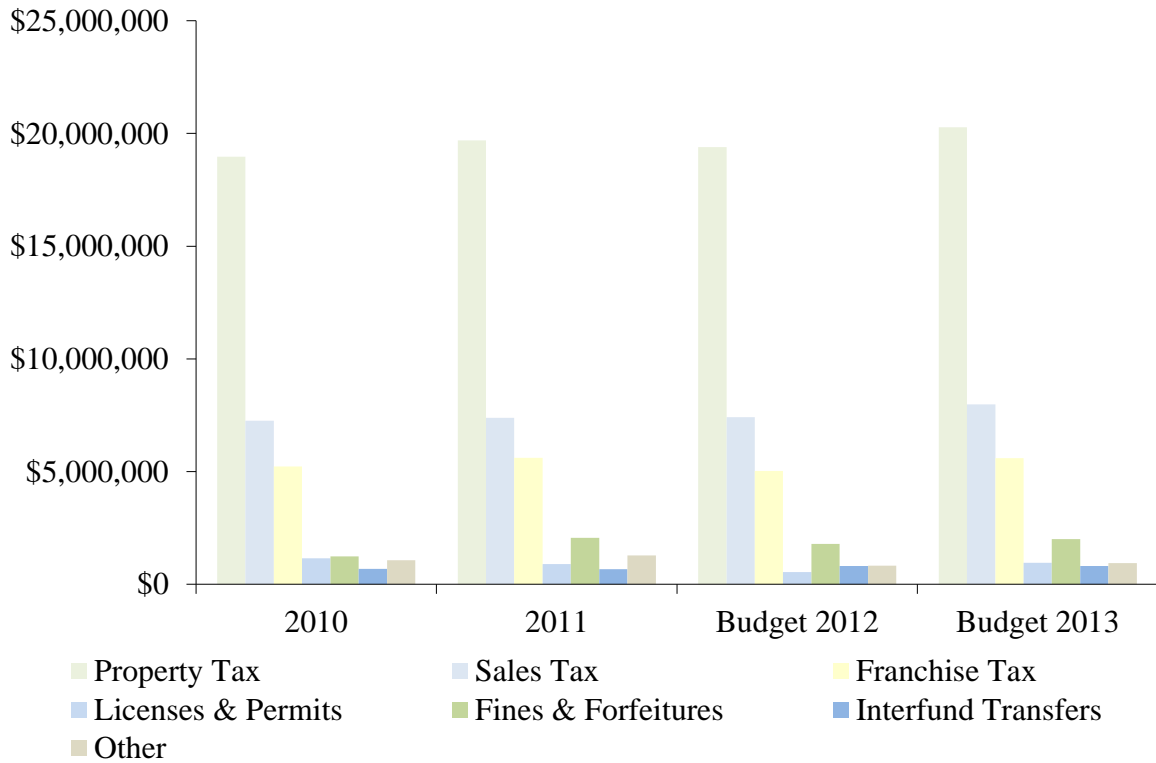
	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
TAXES:			
Ad Valorem Taxes			
Current Year	\$ 19,050,174	\$ 19,465,982	\$ 19,657,541
Delinquent	522,941	236,770	493,148
Penalty & Interest	36,008	167,751	22,000
TOTAL	19,609,123	19,870,503	20,172,689
Sales & Use Taxes			
General Sales Tax	7,262,510	7,296,050	7,856,254
Mix Drinks Tax	119,697	118,000	118,000
TOTAL	7,382,207	7,414,050	7,974,254
Franchise Taxes			
Gas	223,477	270,000	237,513
Southwestern Bell	231,858	245,200	221,035
TXU Electric	2,121,798	1,855,838	2,149,000
Cable Television	675,851	549,623	694,304
Sanitation	2,101,028	2,088,112	2,124,431
Telephone Lines	63,816	66,800	63,000
Gas Royalty Income	83,612		
Johnson Co. Electric	114,410	111,000	112,000
TOTAL	5,615,849	5,186,573	5,601,283
TOTAL TAXES	32,607,179	32,471,126	33,748,226
LICENSES & PERMITS:			
Electrical Licenses	41,500	40,000	40,000
Building Permits	558,704	77,606	736,964
Plumbing Permits	81,478	40,072	40,072
Electrical Permits	90,612	40,448	40,448
Miscellaneous Permits	125,017	92,516	92,516
TOTAL LICENSES & PERMITS	897,312	290,642	950,000

CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2012/2013

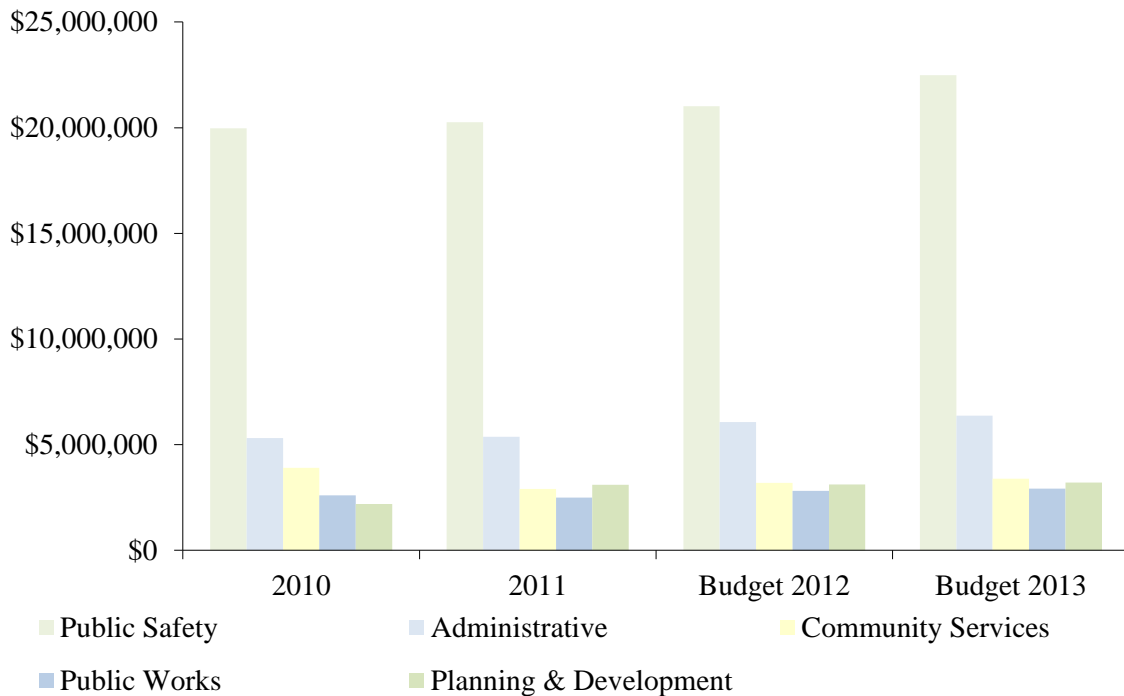
	ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013
FINES & FORFEITURES:			
Municipal Court	\$ 1,058,111	\$1,088,011	\$1,058,111
Library Fines	23,526	23,500	23,500
Gas Well Fees	686,770	643,270	595,000
Alarm Fines	232,220	151,050	215,796
Other Fines & Fees	-	10,200	44,000
Animal Shelter Fees	52,137	51,000	51,000
TOTAL FINES AND FORFEITURES	2,052,764	\$1,967,031	\$1,987,407
INTERFUND TRANSFERS:			
Other			
Utility Fund	662,553	810,532	810,532
TOTAL INTERFUND TRANSFERS	662,553	810,532	810,532
OTHER REVENUES:			
Interest Income	3,987	5,000	5,000
Sale of City Property	33,831	2,120	2,120
Collection Costs-Taxes	89,133	102,001	102,001
Other	284,204	178,055	203,459
Grant Proceeds	246,959	149,997	
Contributions	5,333	2,000	
Ambulance Service	558,726	475,000	600,000
Engineering Fees	61,837	28,500	28,501
TOTAL OTHER REVENUE	1,284,010	942,673	941,081
TOTAL GENERAL FUND REVENUES	\$ 37,503,818	\$ 36,482,004	\$ 38,437,246

*Budget is Adopted Budget and Final Budget.

REVENUE BY MAJOR SOURCE



EXPENDITURE BY MAJOR FUNCTION



CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2012/2013	BUDGET 2012/2013
GENERAL GOVERNMENT DIVISION			
City Council	\$ 85,866	\$ 95,183	\$ 94,863
Administration	603,646	867,140	902,530
Legal	488,719	562,268	568,105
Human Resources	499,772	572,671	709,735
Total General Government Division	<u>1,678,003</u>	<u>2,097,262</u>	<u>2,275,233</u>
BUSINESS SERVICES DIVISION			
Finance	356,020	422,240	453,742
Accounting	292,803	391,306	404,321
Purchasing	65,426	74,987	77,172
Tax Assessing & Collection	310,524	342,947	333,234
Information Technology	603,881	653,783	696,254
Sanitation	1,731,629	1,736,370	1,763,460
Budget	74,772	79,166	81,316
City Secretary	264,845	269,038	285,804
Total Business Services Division	<u>3,699,900</u>	<u>3,969,837</u>	<u>4,095,303</u>
POLICE			
Administration	1,544,553	1,740,491	1,867,821
Communications	1,359,857	1,412,091	1,486,102
Patrol	5,362,891	5,547,202	5,364,953
CID/Narcotics Investigation	1,837,931	1,775,605	1,931,552
Animal Control	435,424	430,929	452,202
Commercial Vehicle	226,179	241,592	242,290
Traffic			391,655
K-9	6,677	8,608	211,206
Community Resource	305,155	347,522	233,975
Grants	145,710		
Municipal Court	552,933	556,229	561,728
Total Police	<u>11,777,310</u>	<u>12,060,268</u>	<u>12,743,484</u>
FIRE			
Administration	660,429	720,624	751,298
Fire Prevention	551,391	661,148	626,018
Emergency Management	26,890	30,283	31,599
Operations	7,246,202	7,549,741	8,332,938
Total Fire	<u>8,484,912</u>	<u>8,961,796</u>	<u>9,741,853</u>
TOTAL PUBLIC SAFETY DIVISION	<u>\$ 20,262,222</u>	<u>\$ 21,022,063</u>	<u>\$ 22,485,337</u>

CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2012/2013	BUDGET 2012/2013
PLANNING & DEVELOPMENT DIV.			
Administration	\$ 676,303	\$ 730,649	\$ 758,439
Planning & Zoning Commission	6,337	6,842	6,842
Historic Landmark Commission	343	4,261	4,261
Board of Adjustments	1,616	3,089	3,089
Total Planning & Development Div.	<u>684,599</u>	<u>744,842</u>	<u>772,632</u>
BUILDING SERVICES			
Code enforcement & Inspections	1,402,785	2,364,765	1,362,522
Building Maintenance	1,014,110		1,079,338
Total Planning & Development Div.	<u>2,416,895</u>	<u>2,364,765</u>	<u>2,441,860</u>
PUBLIC WORKS DIVISION			
Engineering	492,923	523,188	341,667
Street Maintenance	1,235,562	1,412,500	1,700,479
Traffic Control	768,144	878,304	881,117
Total Public Works Division	<u>2,496,629</u>	<u>2,813,992</u>	<u>2,923,263</u>
COMMUNITY SERVICES DIV.			
Senior Citizens	174,442	200,481	222,659
Communications & Marketing	255,496	250,907	284,284
Family Counseling	48,570	22,801	
Park Operations	1,573,354	1,764,101	1,792,616
Library	700,874	828,717	912,392
Cultural Services	151,152	126,278	180,970
Total Community Development Div.	<u>2,903,888</u>	<u>3,193,284</u>	<u>3,392,921</u>
NON-DEPARTMENTAL			
Other Operating Expenses	175,595	160,784	
Reserve for Contingencies		(1,418,123)	(1,463,568)
Transfer to Other Funds	2,136,310	1,533,298	1,514,265
Total Non-Departmental	<u>2,311,905</u>	<u>275,960</u>	<u>50,697</u>
TOTAL EXPENDITURES	<u>\$36,454,041</u>	<u>\$ 36,482,003</u>	<u>\$ 38,437,246</u>

CITY OF MANSFIELD, TEXAS
GENERAL DEBT SERVICE FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 1,207,330	\$ 902,381	\$ 902,381
Additions:			
Property Taxes, Current	10,450,515	11,369,630	11,680,422
Prior Year Delinquent Taxes	-	-	-
Delinquent Penalty & Interest	4,898	-	-
Bond Proceeds	-	-	-
Interest Earnings	57	19,000	-
Total	10,455,470	11,388,630	11,680,422
Funds Available	11,662,800	12,291,011	12,582,803
Deductions:			
Bond Principal	6,275,000	7,150,000	7,590,000
Bond Interest	4,379,542	4,219,630	4,090,422
Capital Lease Payments	-	-	-
Bond Issuance Costs	211,437	-	-
Refunding Bonds issued	(9,730,000)	-	-
Payment to refund bond agent	9,748,962	-	-
Premium on bonds issued	(165,460)	-	-
Discount on bonds issued	25,064	-	-
Fiscal charges	15,874	19,000	-
Total	10,760,419	11,388,630	11,680,422
Ending Fund Balance	\$ 902,381	\$ 902,381	\$ 902,381

*Budget is Adopted Budget and Final Budget.

UTILITY FUND
WORKING CAPITAL
2012/2013

	ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013
Working Capital, beginning	\$ 32,965,384	\$ 19,051,161	21,798,458
Additions:			
Water Sales	15,982,205	13,791,395	13,382,820
Sewer Service	8,250,025	7,911,507	8,225,032
Charges for Services	845,257	1,057,190	849,759
Impact Fees	1,067,671	1,100,000	1,100,000
Contributions	549,147		
Other Income	248,847	123,568	143,761
Total	26,943,152	23,983,660	23,701,372
Funds Available	59,908,536	43,034,821	45,499,830
Deductions:			
Operating Expenses	12,127,807	14,225,243	14,861,138
Capital Outlay	51,440	226,686	171,756
Total	12,179,247	14,451,929	15,032,894
Debt Requirements:			
Current Maturities	3,600,000	3,550,000	3,700,000
Interest & Fiscal Charges	2,711,369	2,776,899	2,611,729
Total	6,311,369	6,326,899	6,311,729
Other Changes Net Increase(Decrease)			
Restricted Assets	(20,956,186)	(1,147,000)	(1,106,022)
Interest Earnings on Restricted Assets	6,484	47,000	6,022
Transfers/Reserves	(861,426)	(642,485)	(642,485)
	(854,942)	(595,485)	(636,463)
Working Capital, Ending	19,051,161	21,798,458	23,697,692
Debt Service Coverage:			
Operating Revenues	26,943,152	23,983,660	23,701,372
Interest Earnings on Restricted Assets	4,497	67,000	67,000
Less: Operating Expenses	(12,127,807)	(14,867,748)	(15,503,623)
Net Income Available	14,819,842	9,182,912	8,203,771
Annual Debt Service Requirement	\$ 6,311,369	\$ 6,326,899	\$ 6,311,729
Coverage Factor	2.22	1.45	1.30
Maximum Annual Requirement	\$ 6,343,515	\$ 6,343,515	\$ 6,324,721
Coverage Factor	2.34	1.45	1.30
Annual Coverage Requirements	\$ 4,880,635	\$ 4,048,611	\$ 4,519,618
Coverage Factor	3.04	2.27	1.82

CITY OF MANSFIELD, TEXAS
UTILITY FUND REVENUES
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Water Sales	\$ 15,982,205	\$ 13,791,395	\$ 13,382,820
Sewer Service	8,250,025	7,911,507	8,225,032
Water Penalties	556,512	511,035	556,502
Water Taps	18,500	10,313	18,000
Meter Set Fee	57,735	181,211	57,735
Restore Service Fee	93,954	94,605	93,953
Sewer Taps	6,350	10,026	11,363
Impact Fees	1,067,671	1,100,000	1,100,000
Utility/Inspect/Pretreatment	112,206	250,000	84,972
Contributions	549,147	-	-
Miscellaneous/Transfers	<u>248,847</u>	<u>123,568</u>	<u>170,995</u>
Total	<u>\$ 26,943,152</u>	<u>\$ 23,983,660</u>	<u>\$ 23,701,372</u>
Interest Income	<u>4,497</u>	<u>67,000</u>	<u>6,022</u>
TOTAL	<u><u>26,947,649</u></u>	<u><u>24,050,660</u></u>	<u><u>23,707,394</u></u>

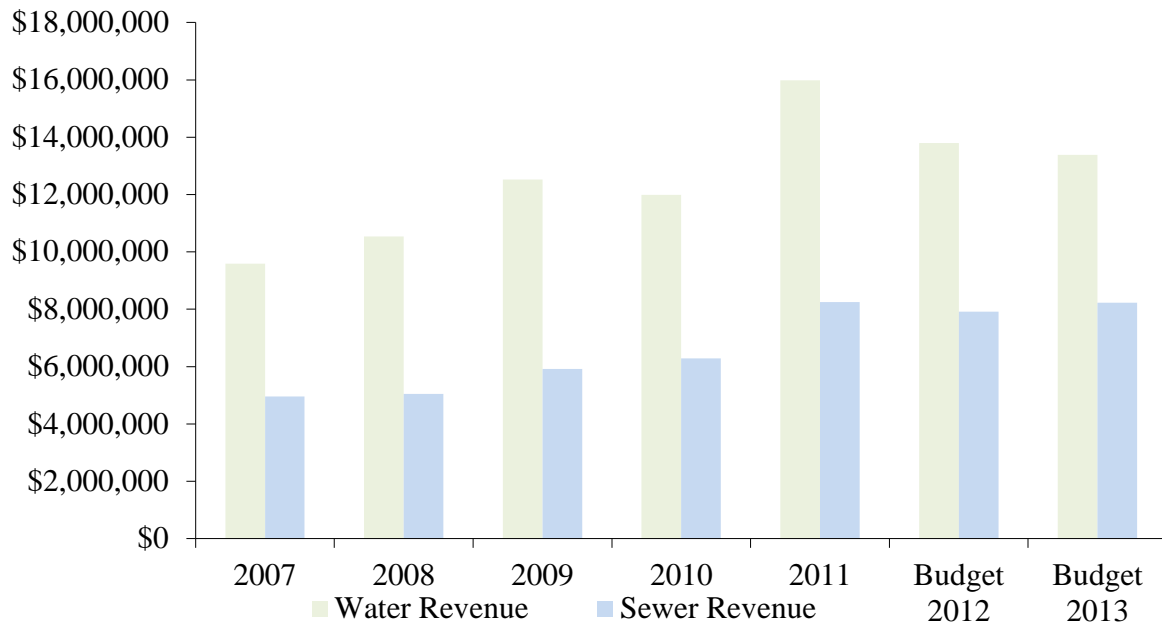
*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
UTILITY FUND EXPENSES
BUDGET SUMMARY

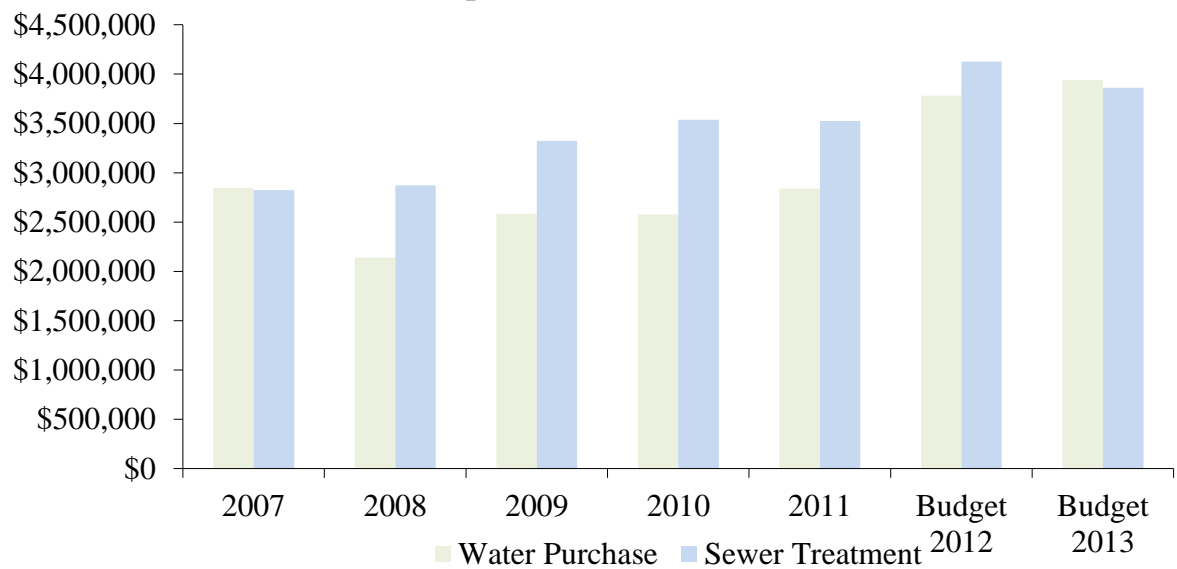
	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Administration	\$ 480,092	\$ 475,488	\$ 530,514
Billing and Collections	702,502	725,420	805,097
Meter Reading and Repairs	635,763	638,177	714,136
Water Distribution	827,550	844,947	835,726
Wastewater Collection	4,117,479	4,924,241	4,781,783
Water Quality Control	5,248,461	6,843,656	6,960,336
Other Operating Expenses	<u>167,400</u>	<u>-</u>	<u>405,302</u>
Total Operating Expenses	<u>12,179,247</u>	<u>14,451,929</u>	<u>15,032,894</u>
Depreciation	3,003,556	-	-
Operating Transfers Out	861,426	978,579	978,579
Debt Service	2,892,756	6,326,899	6,311,729
Reserve	<u>63,384</u>	<u>1,149,253</u>	
	<u>6,821,122</u>	<u>8,454,731</u>	<u>7,290,308</u>
TOTAL EXPENSES	<u>\$ 19,000,369</u>	<u>\$ 22,906,660</u>	<u>\$ 22,323,202</u>

*Budget is Adopted Budget and Final Budget.

Water & Sewer Revenue



Water & Sewer Expenses



CITY OF MANSFIELD, TEXAS
UTILITY REVENUE DEBT SERVICE FUND
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 4,036,931	\$ 4,127,566	\$4,127,566
Additions:			
Utility Operating	11,162,682	6,299,899	6,416,729
Interest Income	4,497	27,000	
Total	11,167,179	6,326,899	6,416,729
Assets Available	15,204,110	10,454,465	10,544,295
Deductions:			
Transfer to Operating Fund			
Bond Principal	8,245,000	3,550,000	3,700,000
Bond Interest	2,711,369	2,771,899	2,611,729
Paying Agents Fees	120,175	5,000	
Total	11,076,544	6,326,899	6,311,729
Ending Net Assets	\$ 4,127,566	\$ 4,127,566	\$4,232,566

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
LAW ENFORCEMENT CENTER
SCHEDULE OF REVENUES
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Charges for Service	\$6,501,270	\$6,399,241	\$ 7,033,826
Miscellaneous	10,990	51,150	50,240
Transportation	16,011	15,000	16,548
Telephone Commission	102,268	93,610	102,268
Interest Income	-	-	-
Other	571,040		
Transfers	<u>1,220,875</u>	<u>1,008,141</u>	<u>1,094,108</u>
Total Revenues	<u>\$8,422,454</u>	<u>\$7,567,142</u>	<u>\$ 8,296,990</u>

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
LAW ENFORCEMENT CENTER
SCHEDULE OF EXPENSES
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Administration	\$ 203,725	\$ 215,150	\$ 233,659
Operations	5,032,752	4,747,235	5,220,045
City Marshal	1,039,602	1,012,771	1,183,434
Support Services	547,378	550,606	532,378
Food Services	589,755	587,184	648,159
Medical Services	477,081	454,196	479,316
Other Operating Expenses	<u>37</u>	<u>-</u>	<u>-</u>
Total Operating Expenses	<u>7,890,330</u>	<u>7,567,142</u>	<u>8,296,991</u>
Depreciation	263,946	-	-
Debt Service	<u>157,796</u>	<u>-</u>	<u>-</u>
Sub-Total	<u>421,742</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>\$ 8,312,072</u>	<u>\$ 7,567,142</u>	<u>\$ 8,296,991</u>

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 2,776,961	\$ 3,266,049	\$ 3,266,049
Additions:			
Other Income	144,575	-	-
Interest Income	34	500	-
Drainage Fee	1,207,579	1,139,491	1,233,830
Total	1,352,188	1,139,991	1,233,830
Assets Available	4,129,149	4,406,040	4,499,879
Deductions:			
Administrative	485,285	389,604	485,727
Transferred to Debt Service	274,341	554,889	525,670
Depreciation Expense	103,474	-	-
Bond Coverage	-	142,188	142,189
Project Appropriations	-	53,310	80,244
Total	863,100	1,139,991	1,233,830
Ending Net Assets	\$ 3,266,049	\$ 3,266,049	\$ 3,266,049

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE DEBT SERVICE FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 111,967	\$ 111,967	\$ 111,957
Additions:			
Drainage Fee	569,437	554,889	525,670
Total	569,437	554,889	525,670
Assets Available	681,404	666,856	637,627
Deductions:			
Bond Principal	285,000	305,000	360,000
Bond Interest	278,937	243,628	165,670
Paying Agent Fees	5,500	6,271	
Total	569,437	554,899	525,670
Ending Net Assets	\$ 111,967	\$ 111,957	\$ 111,957

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE UTILITY CONSTRUCTION FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 1,839,864	\$ 966,454	\$ 966,454
Additions:			
Bond Proceeds	-	1,703,080	-
Interest Income	18	-	-
Total	18	1,703,080	-
Assets Available	1,839,882	2,669,534	966,454
Deductions:			
Project Appropriations	873,428	1,703,080	817,514
Total	873,428	1,703,080	817,514
Ending Net Assets	\$ 966,454	\$ 966,454	\$ 148,940

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
SPECIAL REVENUE HOTEL/MOTEL FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 229,876	\$ 430,544	\$ 470,970
Additions:			
Taxes	419,012	413,694	571,769
Total	419,012	413,694	571,769
Funds Available	648,888	844,238	1,042,739
Deductions:			
Arts	32,000	76,768	96,025
Historical Preservation	52,781	51,000	62,000
Tourism	133,563	245,500	308,182
Total	218,344	373,268	466,207
Ending Fund Balance	\$ 430,544	\$ 470,970	\$ 576,532

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
SPECIAL REVENUE TREE MITIGATION FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 1,865,418	\$ 2,021,101	\$ 1,921,101
Additions:			
Fees	295,284	869,847	195,250
Other	-	-	1,046,015
Interest Earnings	71	-	-
Total	<u>295,355</u>	<u>2,890,948</u>	<u>1,241,265</u>
Funds Available	<u>2,160,773</u>	<u>2,890,948</u>	<u>3,162,366</u>
Deductions:			
Operating Costs	139,672	969,847	1,241,265
Equipment	-	-	-
Other	-	-	-
Total	<u>139,672</u>	<u>969,847</u>	<u>1,241,265</u>
Ending Fund Balance	<u><u>\$ 2,021,101</u></u>	<u><u>\$ 1,921,101</u></u>	<u><u>\$ 1,921,101</u></u>

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 4,335,229	\$ 4,958,680	\$ 4,958,680
Additions:			
Sales Tax Revenue	2,036,649	2,041,929	2,607,332
Interest	65	500	500
Contributions	31,615	-	-
Other	220,388	-	-
Gas Royalty Income	1,249,393	-	-
Rental	505,419	481,586	687,825
Total	4,043,529	2,524,015	3,295,657
Funds Available	8,378,758	7,482,695	8,254,337
Deductions:			
Administration	1,021,551	1,238,884	1,354,179
Operating Costs	870,782	877,470	865,589
Project Appropriation	1,527,745	407,661	1,075,889
Total	3,420,078	2,524,015	3,295,657
Ending Fund Balance	\$ 4,958,680	\$ 4,958,680	\$ 4,958,680

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 439,712	\$ 430,479	\$ 435,479
Additions:			
Sales Tax Revenue	1,597,822	1,607,262	1,237,668
Interest Income	4	-	-
Total	1,597,826	1,607,262	1,237,668
Funds Available	2,037,538	2,037,741	1,673,147
Deductions:			
Bond Principal	890,000	970,000	750,000
Interest	708,559	632,262	482,668
Paying Agent Fees	8,500	-	-
Total	1,607,059	1,602,262	1,232,668
Ending Fund Balance	\$ 430,479	\$ 435,479	\$ 440,479

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 7,422,286	\$ 8,317,840	\$ 8,560,799
Additions:			
Sales Tax Revenue	3,631,255	3,640,487	3,840,000
Prior year Funding	62,958	2,209,935	2,041,403
Gas Royalty Income	158,711	-	-
Interest	435	20,000	-
Total	3,853,359	5,870,422	5,881,403
Assets Available	11,275,645	14,188,262	14,442,202
Deductions:			
Administration	835,398	869,152	873,222
Debt Payment	1,102,169	1,101,169	1,317,975
Project Appropriation	1,020,238	3,657,143	10,134,616
Total	2,957,805	5,627,463	12,325,813
Ending Net Assets	\$ 8,317,840	\$ 8,560,799	\$ 2,116,389

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2012/2013

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ -	\$ -	\$ -
Additions:			
Sales Tax Revenue	1,100,169	1,100,169	1,317,975
Interest	-	-	-
Total	<u>1,100,169</u>	<u>1,100,169</u>	<u>1,317,975</u>
Assets Available	<u>1,100,169</u>	<u>1,100,169</u>	<u>1,317,975</u>
Deductions:			
Bond Principal	520,000	545,000	695,000
Interest	580,169	556,169	622,975
Project Appropriations	-	-	-
Total	<u>1,100,169</u>	<u>1,101,169</u>	<u>1,317,975</u>
Ending Net Assets	\$ -	\$ -	\$ -

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
STREET CONSTRUCTION
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Fund Balance	\$ 8,042,949	\$ 8,383,761	\$8,383,761
Additions:			
Intergovernmental			
Bond Proceeds	3,090,000	11,292,165	14,289,355
Interest	289	-	-
Impact Fees	997,199	-	-
Contributions	353,470	-	-
Miscellaneous	-	-	-
Total	4,440,958	11,292,165	14,289,355
Funds Available	12,483,907	19,675,926	22,673,116
Deductions:			
Project Appropriation	4,100,146	11,292,165	14,289,355
Total	4,100,146	11,292,165	14,289,355
Ending Fund Balance	\$ 8,383,761	\$ 8,383,761	\$8,383,761

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
WATER & SEWER CONSTRUCTION
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 12,525,133	\$ 15,017,967	\$ 15,017,967
Additions:			
Impact Fees	1,067,671	1,100,000	1,100,000
Bond proceeds	9,280,290	12,032,527	13,565,399
Interest Earnings	3,818	5,000	-
Miscellaneous Income	-	-	-
Contributions	9,646	-	-
Total	10,361,425	13,137,527	14,665,399
Assets Available	22,886,558	28,155,494	29,683,366
Deductions:			
Project Appropriations	7,868,591	13,137,527	14,665,399
Transfer to Operating Fund	-	-	-
Total	7,868,591	13,137,527	14,665,399
Ending Net Assets	\$ 15,017,967	\$ 15,017,967	\$ 15,017,967

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
BUILDING CONSTRUCTION
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 115,652	\$ 107,589	\$ 107,589
Additions:			
Interest Income	1	-	-
Contributions	-	-	-
Other	-	-	-
Bond Proceeds	-	-	500,000
Total	1	-	500,000
Assets Available	115,653	107,589	607,589
Deductions:			
Operating Transfer Out	-	-	-
Project Appropriations	8,064	-	500,000
Total	8,064	-	500,000
Ending Net Assets	\$ 107,589	\$ 107,589	\$ 107,589

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
EQUIPMENT REPLACEMENT
BUDGET SUMMARY

	ACTUAL 2010/2011	BUDGET* 2011/2012	BUDGET 2012/2013
Beginning Net Assets	\$ 27,449	\$ 351,833	\$ 252,337
Additions:			
Other Revenues	372,856	92,144	-
Grant Revenue	9,868	3,174	-
Bond Proceeds	-	-	1,070,167
Transfers	559,746	51,399	-
Interest Earnings	-	-	-
Total	942,470	146,717	1,070,167
Assets Available	969,919	498,550	1,322,504
Deductions			
Equipment	618,086	246,213	1,070,167
Transfers			
Total	618,086	246,213	1,070,167
Ending Net Assets	\$ 351,833	\$ 252,337	\$ 252,337

*Budget is Adopted Budget and Final Budget.

DEBT SERVICE FUNDS

The General Obligation Debt Service Fund is used to account for payment of principal and interest on the City of Mansfield's general obligation bonds and capital lease payments.

Revenue Debt Service Funds are used to account for Revenue Bonds whose principal and interest are payable from earnings of the City of Mansfield's Enterprise Funds.

Special Revenue Debt Service Funds are used to account for Sales Tax Revenue Bonds whose principal and interest are payable from a special ½ ¢ sales tax.

CITY OF MANSFIELD DEBT MANAGEMENT POLICY

Purpose

The City recognizes that effective management of the Public's Funds is an investment of the Public's funds within the community in which it serves. It is upon this understanding that the City of Mansfield, Texas establishes its debt policy to guide decision makers in investing the public's money within the City of Mansfield, Texas.

- "Tax-exempt financing is used by state and local governments to raise capital to finance public capital improvements and other projects, including infrastructure facilities that are vitally important to sustained economic growth." Tax-Exempt Financing, a Primer.

It is upon this principal that the City of Mansfield, Texas determines the necessity to incur debt in order to finance the Capital Improvement Program (CIP) of the City. The management of the City's debt is vital for maintaining the expected cost of services and the continued infrastructure development within this community. With the incurrence of additional debt the City is able to pay for the infrastructure needs of the community without overly burdening the constituency in any given period by increasing or decreasing the fee structure

necessary to support the capital improvement. As a result, the management of the City's debt portfolio is designed to minimize the impact to its constituency.

Authorization

The Constitution of the State of Texas and the general laws of the State of Texas allow for and permit Texas Cities as authorized by the City to issue direct obligations or Bonds for the purpose of financing improvements and capital assets.

Although the Federal Government does not govern local spending authority, it closely regulates, and monitors the types of issuances and the authority for issuance through the federal income tax code, sections 141 through 150. The federal income tax code restricts the nature and character of Bond Interest in how it is treated as income for income tax reporting thereby controlling and creating markets for tax-exempt instruments.

Uses of Debt Financing and Capital Improvements

- Debt financing shall be used to fund infrastructure improvements and the purchasing of capital assets as long as the asset life of the improvement or capital asset is beyond the cost of financing the improvement or the capital asset.
- Debt financing shall be used as a funding source when the improvements or the purchase of capital assets cannot be acquired from current revenue sources or direct fees like impact fees. In addition, if the purchase of capital assets and construction of infrastructure improvements can be funded through available resources (fund balance, current revenue or any other recurring revenue) then the cost of money should be considered against the value of available resources in determining pay-as-you-go financing.

Affordability of Additional Debt and Legal Debt Limit

In fiscal year 2000, the City of Mansfield developed a 10-year Strategic Plan that anticipates the financial future of the City of Mansfield, Texas. This Plan is a comprehensive planning model that enables Management to assess to financial well-being of the City. It quantifies the impact of growth and development and speaks plainly about the fiscal condition of the City. This Strategic Plan incorporates future revenue sources, operating expenses and projected capital improvement projects for all of the City's activities: Governmental Funds, and Enterprise Funds. This Strategic Plan measures the City's ability to authorize and issue additional debt over the next ten years.

Each year, the plan is revised to reflect growth, population estimates and current operating revenues.

- The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the City.

General Obligation Bonds:

Debt Per Capita

Debt as a Percent of Taxable Value

Debt service as a percent of Current Revenues and Current Expenditures

Debt tax rate as a percent of the City's tax rate

Revenue Bonds:

Pledged Revenues shall be a minimum 110% of annual debt service.

Pledged Revenues shall be a minimum of 125% of average annual debt service

Pledged Revenues shall be a 130% of maximum annual debt service for financial planning purposes

Annual adjustments to the City's rate structures will be made as necessary to maintain a 130% coverage factor.

- The City will keep outstanding debt within the limits prescribed by State Statute, which does not prescribe a legal debt limit. However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 populations, limits the ad valorem tax rate to \$2.50 per \$100 assessed valuation.

Types of Debt and Criteria for Issuance of Types of Debt:

The City may choose to issue debt under any provision allowed for and permitted by state statute. Although debt is an obligation to be repaid, it can assume many forms. The form and character of debt is typically determined by the nature of the funding source and nature of the asset to be purchased or improved. However, generally debt can be categorized into two types as determined by the federal income tax code: Governmental Bonds and Private Activity Bonds. Either of which may be taxable or tax-exempt. In determining the type of security for financing an improvement or purchasing of a capital asset the City may consider the following and is not limited to the following:

Debt Form:

General Obligation Facility:

General Obligation Bonds ("GOs")	Tax levy as security for the bonds Voter's Approval Specific Public Purpose
Certificates of Obligation ("Cos")	Tax levy and/or Revenue Pledge as security Specific Public Purpose Public Notice; hearings and advertisement
Public Property Finance Contractual Obligations ("PPFCOs")	Tax levy and/or Revenue Pledge as security Acquisition of Personal Property Alternative for Lease/Purchase
Anticipation Notes	Tax levy and/or Revenue Pledge as security Construction of Public Works Acquisition of Real & Personal Property Cumulative Cash Flow Deficit Professional Services Maturity is maximum of seven years

Revenue Facility:

Revenue Bonds	Revenue Pledge as security Pledge to set rates and fees to meet covenants Bond Reserve Fund for surety Covenant Reporting Equitable Rate Structure First Lien security with parity Construction of Capital Improvements
Contract Revenue Bonds	City contracts with Entities Tax levy and/or Revenue Pledge as security Ownership of Title may occur with Entity or City

Special Obligation Facility:

Tax Increment Financing District ("TIF")	Development District established Construction of Improvements Incremental Increase in Value Property only Taxable by TIF
--	---

Non-Profit Corporations Property Finance Authority Mansfield Park Facilities Development Corp Mansfield Economic Development Corp	Established Corporations Revenue Pledge of the Corporation Covenant Reporting First lien security with parity Acquisition of Real or Personal Property Public/Private infrastructure improvements City may or may not own title Specific Services
--	--

Public Improvement District ("PID")	Specific Improvement Securitized by Pledged Assessments Specific Benefactors
-------------------------------------	--

Other Credit Facility:

Capital Lease	Annual Tax or Revenue Appropriation Tax-Exempt Acquisition of Personal Property Able to Refinance Annual Tax or Revenue Appropriation
---------------	---

Line of Credit	Qualify Statutorily Immediate need for financing Borrowings retired with bond proceeds Fulfill bond reserve covenants Borrowings repaid from current resources
----------------	--

Commercial Paper	Revenue Pledge as security Demand from the market for small issuer Commercial paper
------------------	---

Derivatives	Minimize risk of market Reduced costs versus fixed costs Creates Flexibility
-------------	--

Surety Bond & Bond Insurance	Understood risk warrants the savings Debt service is less than cost of Insurance Triple AAA rated Insurer Competitive Offers from two Insurers
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Debt Structure

Historically, the City of Mansfield's debt structures have been designed to coincide with the fiscal policies of the City of Mansfield, Texas. Essentially, allowing growth to pay for growth by properly setting the maturities of the debt to equal or less than the usefulness of the improvement or asset.

Typical debt structure of a bond issuance:

- Term or Serial bonds structured for annual payments.
- Traditional call feature that does not influence the price of the bonds
- Average bond life of 10.5 years to 12.0 years
- Level payments for twenty years
- Pricing structured to allow for premiums and discounts
- First year payment to begin in second year of construction
- Bond insurance
- Surety Bond if warranted

The City of Mansfield, Texas has sought non-traditional avenues of capital improvement financing; however, the City is considered a Small Issuer under the law it has been more economical for the City to maintain this type of debt structure for its bond sales. This does not preclude the City from considering different structures or structuring its issuance differently from its typical debt structure.

The purpose of the structure is to provide the City with the lowest possible costs under market conditions at the time of issuance.

Methods of Sale

Competitive Sale: The City shall seek to issue its debt obligations in a competitive bidding environment. Bids shall be awarded on a True Interest Cost providing the bidders meet other bidding requirements. In some instances, the City may award the sale to the lowest Net Interest Cost bidder depending on the economic substance of the transaction. If the competitive bidding process is not conducive to soliciting the lowest cost of financing a bond issuance the City may choose to negotiate the sale.

Negotiated Sale: The City shall seek to weigh the selection of underwriter before negotiating a bond sale. The selection of the underwriter shall encourage the best economic environment in which the City will benefit from sale of its bonds. Typically, negotiated sales will occur when the market volatility is unpredictable. In some cases this may mean investors are not willing commit capital in uncertain economic environments or the size of the issue may not attract the bids for a successful sale. Moreover, the primary purpose of the negotiated sale is to solicit the interest rate environment for the City to sale bonds.

Private Placement: The City will seek to privately place its bonds with a select group of investors when the issuance warrants the sophistication of the buyer. The City will ensure that the placement fee is less than a typical underwriter's fee in a negotiated offering of a comparable type sale in similar sale environment.

Refunding of Debt

The City of Mansfield, Texas shall monitor the municipal bond market for opportunities to refund outstanding debt to save the City from future interest costs. As a general rule the savings shall be at least 3% greater than the cost of carrying the existing debt inclusive of issuance costs and any cash contributions. However, if the value of the savings exceeds the cost of the refunding and is greater than \$100,000 but is less than 3% of the savings then the City shall consider refunding the existing debt. Arbitrage rules are to be considered when refunding debt.

Credit Objectives

The City of Mansfield, Texas shall seek to maintain and attain the highest possible bond ratings for its outstanding debt without compromising the delivery of basic City services. Currently, the City maintains four ratings with Fitch, Moody's & Standard & Poor's.

	<i>Fitch, IBCA</i>	<i>Moody's</i>	<i>Standard & Poor's</i>
General Obligation	AA	Aa2	AA
Sales Tax Revenue	AA-	Aa3	A
Drainage Revenue	AA-	Aa2	AA-
Water & Sewer	AA	Aa2	AA

It is and will be the continued policy of the City of Mansfield, Texas to provide full disclosure of information about the City's operating activity to the rating agencies. The City shall maintain an open line of communication with the rating agencies to allow for the free exchange of information between the City and the agencies.

Secondary Market Disclosure

SEC 15c2-12 regulations became effective July 3, 1995. The City shall continue to provide financial data to the Nationally Recognized Municipal Information Depository (NRMSIRs) and the State Information Depositories (SIDs). The City will and has complied with secondary reporting requirements of SEC 15c2-12.

Financial Advisor

The City will retain an external financial advisor. The financial advisor must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. The City financial advisory must also be of reputable character and in good standing with SEC and the MSRB.

Bond Counsel

The City will retain an external bond counsel. Bond Counsel must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. Bond Counsel must also be of reputable character and in good standing with Texas Law Review Board.

Other Service Providers

The City shall select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs.

Arbitrage Compliance

The City shall maintain its books and records in manner consistent with the provision allowed for under the Internal Revenue Code Section 148. Furthermore, the City shall have its arbitrage exposure calculated annually and appropriately recognized in the City's Comprehensive Annual Financial Statement.

Investment of Bond Proceeds

All bond proceeds shall be invested in accordance with the City Investment Policy. The proceeds shall be invested as part of the City consolidated cash pool and accounted for separately and accordingly to bond covenants and the Internal Revenue Code.

Calculation of the City of Mansfield Legal Debt Limit.

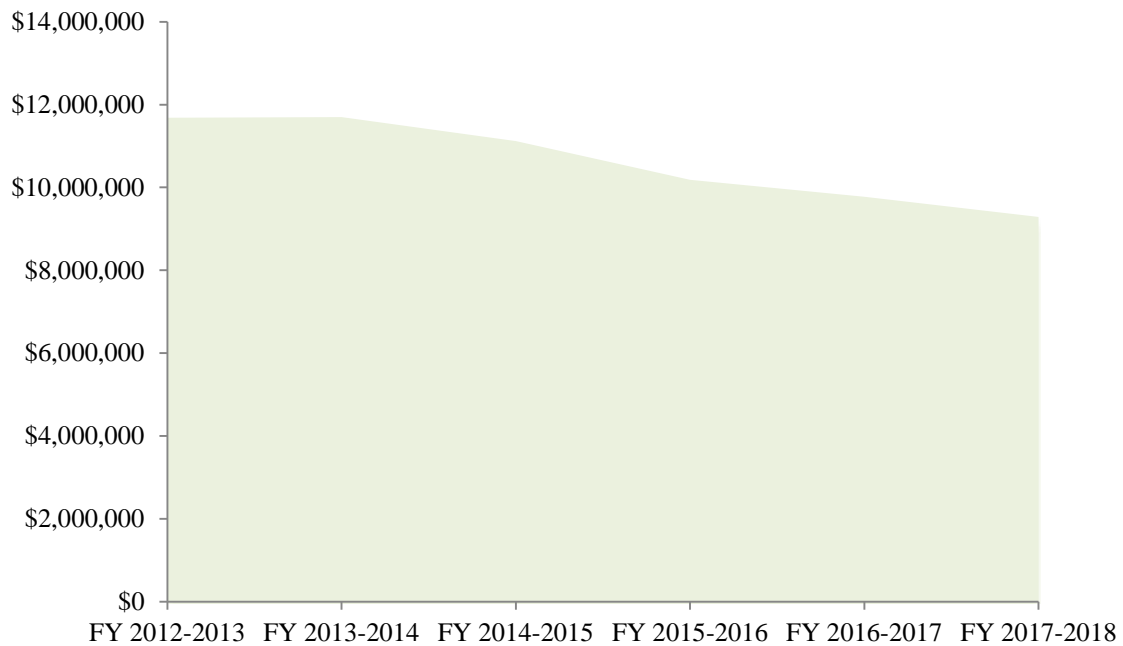
The City Charter of the City of Mansfield, Texas and the statutes of the State of Texas do not prescribe a legal debt limit.

However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 population limits the ad valorem tax rate to \$2.50 per \$100 of assessed valuation. The city operates under a Home Rule Charter that also imposes a limit of \$2.50 per \$100 assessed valuation. The FY 2012-2013 budgeted property tax rate was \$.71000 per \$100 valuation with a tax margin of \$1.79000 per \$100 valuation based upon the maximum ad valorem tax rate noted above. Additional revenues up to \$80,601,018 per year could be raised before reaching the maximum allowable tax base.

**CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF DEBT PAYMENTS**

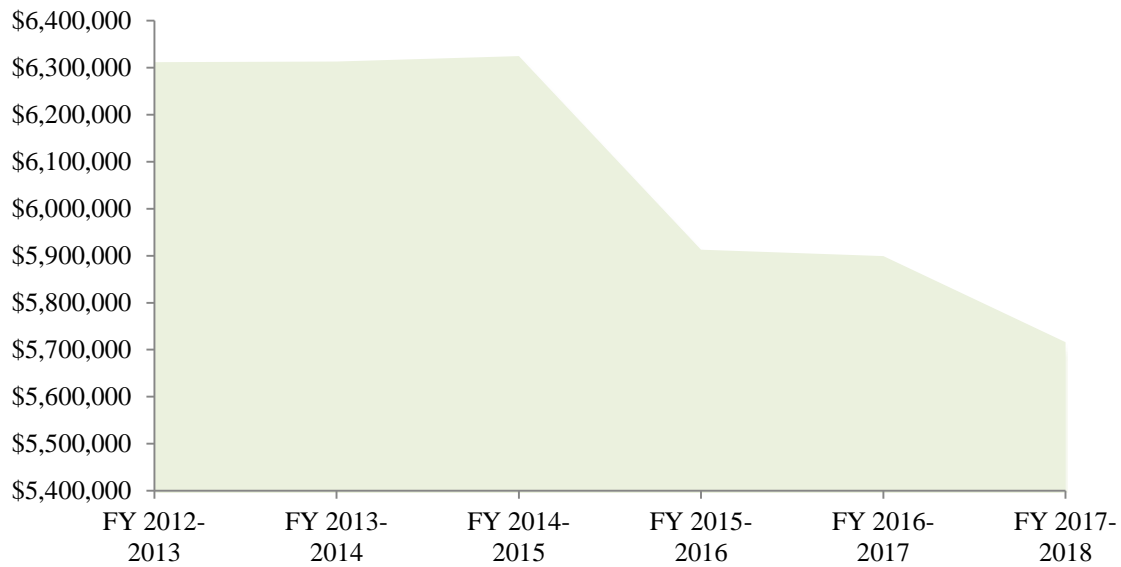
Fiscal Year	Principal	Interest	Total
2012-13	7,590,000	4,090,422	11,680,422
2013-14	7,925,000	3,770,404	11,695,404
2014-15	7,680,000	3,439,359	11,119,359
2015-16	7,050,000	3,131,738	10,181,738
2016-17	6,925,000	2,845,171	9,770,171
2017-18	6,725,000	2,562,332	9,287,332
2019-32	51,395,000	12,129,541	63,524,541
Total	\$ 95,290,000	\$ 31,968,967	\$ 127,258,967

Debt Service Funds



**CITY OF MANSFIELD, TEXAS
WATER & SEWER FUND
SCHEDULE OF DEBT PAYMENTS**

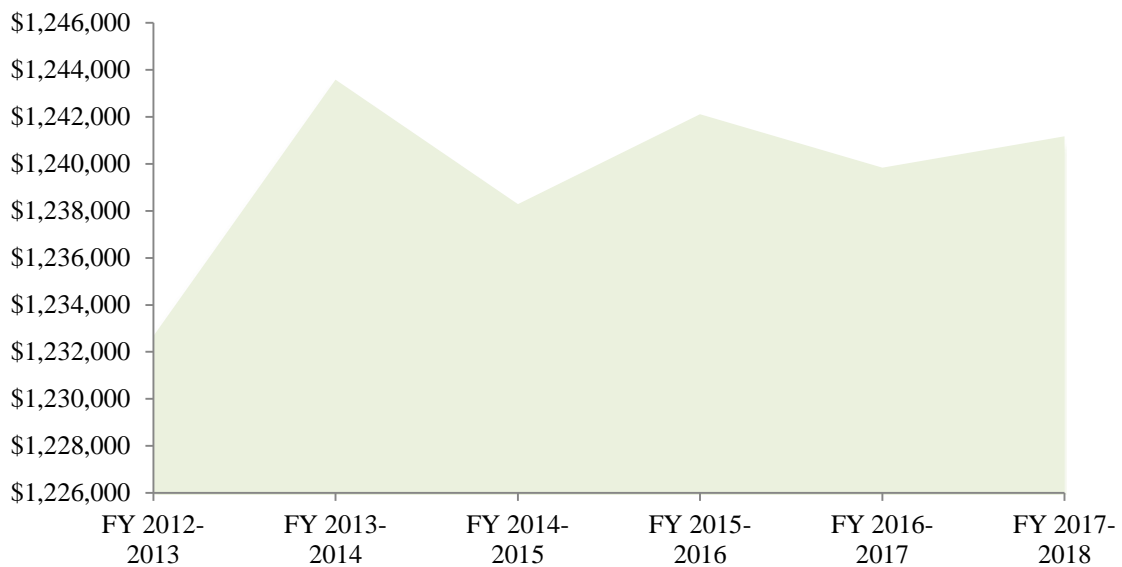
Fiscal Year	Principal	Interest	Total
2012-13	3,700,000	2,611,729	6,311,729
2013-14	3,820,000	2,493,316	6,313,316
2014-15	3,960,000	2,364,720	6,324,720
2015-16	3,695,000	2,217,470	5,912,470
2016-17	3,825,000	2,073,826	5,898,826
2017-18	3,795,000	1,920,695	5,715,695
2019-2030	33,610,000	11,266,373	44,876,373
Total	\$ 56,405,000	\$ 24,948,129	\$ 81,353,129



**CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS**

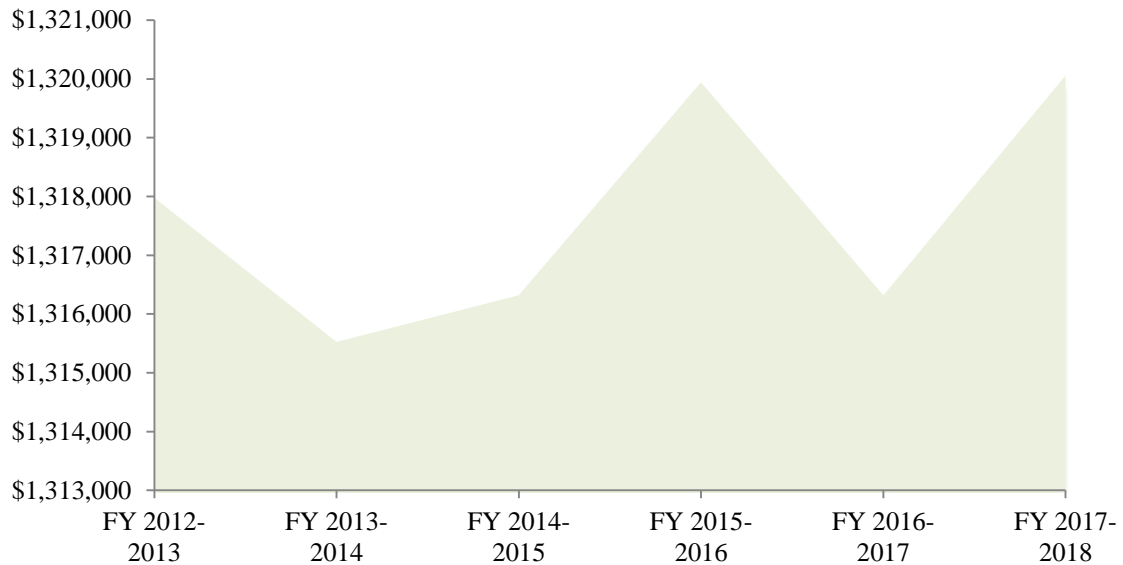
Fiscal Year	Principal	Interest	Total
2012-13	750,000	482,668	1,232,668
2013-14	785,000	458,573	1,243,573
2014-15	805,000	433,283	1,238,283
2015-16	835,000	407,104	1,242,104
2016-17	860,000	379,830	1,239,830
2017-18	890,000	351,166	1,241,166
2019-2028	7,255,000	1,653,498	8,908,498
Total	\$ 12,180,000	\$ 4,166,120	\$16,346,120

Debt Service Funds



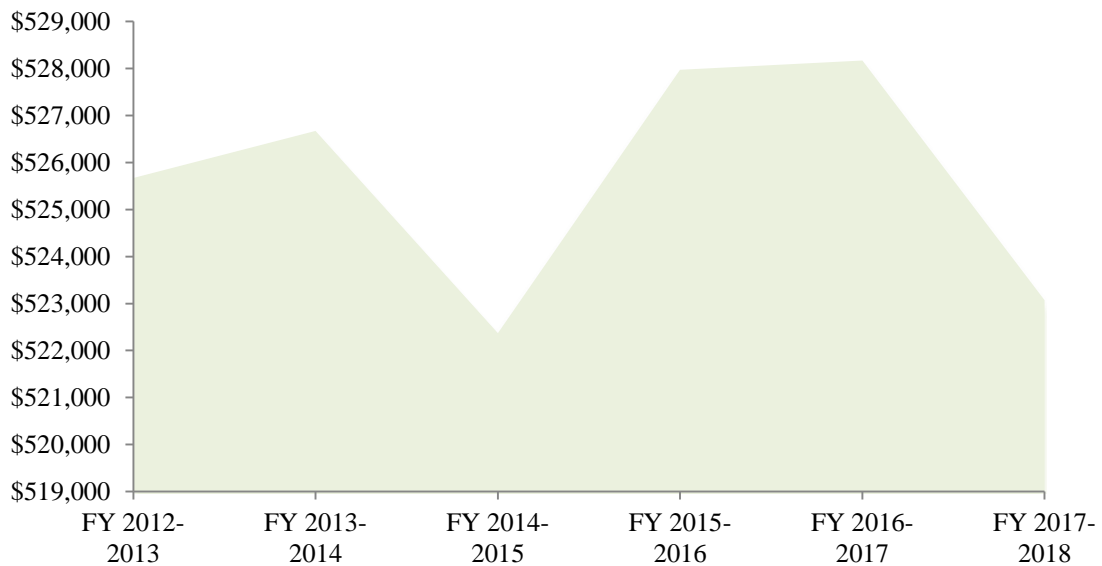
CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2012-13	695,000	622,975	1,317,975
2013-14	725,000	590,521	1,315,521
2014-15	760,000	556,318	1,316,318
2015-16	800,000	519,938	1,319,938
2016-17	835,000	481,314	1,316,314
2017-18	880,000	440,055	1,320,055
2019-2032	7,755,000	1,859,408	9,614,408
Total	\$ 12,450,000	\$ 5,070,529	\$ 17,520,529



**CITY OF MANSFIELD, TEXAS
DRAINAGE UTILITY FUND
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2012-13	360,000	165,670	525,670
2013-14	370,000	156,670	526,670
2014-15	375,000	147,370	522,370
2015-16	390,000	137,970	527,970
2016-17	400,000	128,170	528,170
2017-18	405,000	118,070	523,070
2019-2027	3,165,000	478,843	3,643,843
Total	\$ 5,465,000	\$ 1,332,763	\$ 6,797,763



GENERAL FUND

The General Fund is used to account for all revenues and expenditures relating to general fund operations of the City of Mansfield not accounted for in other funds

GENERAL GOVERNMENT DIVISION

City Council

Maintain a line of communication to take advantage of citizen input
Provide Forums, discussions and open meetings to allow citizen input in municipal issues
Encourages healthy debate among members of council to develop innovative ideas
Schedules meetings, workshops and special meetings to allow staff, citizens and boards to pool ideas
Recruit new industry as well as aiding in the retention and expansion of existing business
Be open and fair-minded to all types of groups within the city

Administration

The City Managers Office

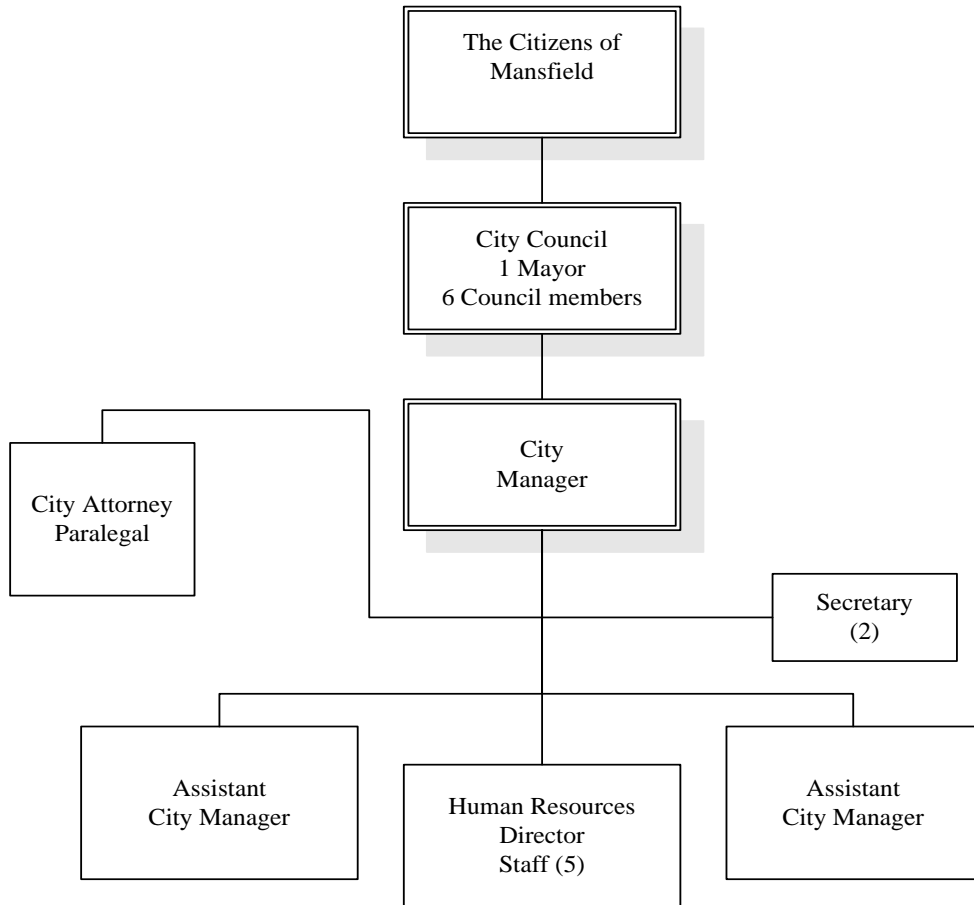
Direct and maintain an effective service organization with high productivity and quality of service
Provide effective communication and information to City Council of the conditions of the city
Prepare annual service plan including strategic planning, budget and staffing
Review infrastructure of the organization and change the organizational structure as needed.
Administer the operations of 15 service departments and 511 paid staff

Legal Department

Eliminate lawsuits to the city
Provide cost effective, accurate and current legal service and advice to staff, council and various boards
Settle any claims against the city at minimum cost
Advise staff of any changes in legislation

Human Resources

Provide a comprehensive and competitive salary and benefit program at the best value to the citizens.
Enhance safety training programs
Review and update job descriptions
Process all payroll and benefit related actions



At a Glance

General Government Division Highlights

- ❑ 15 Service Departments Supervised
- ❑ General Fund Operating Budget FY 2012-2013 \$38,437,246
- ❑ Approximately 511 FTE comprise the City of Mansfield Workforce

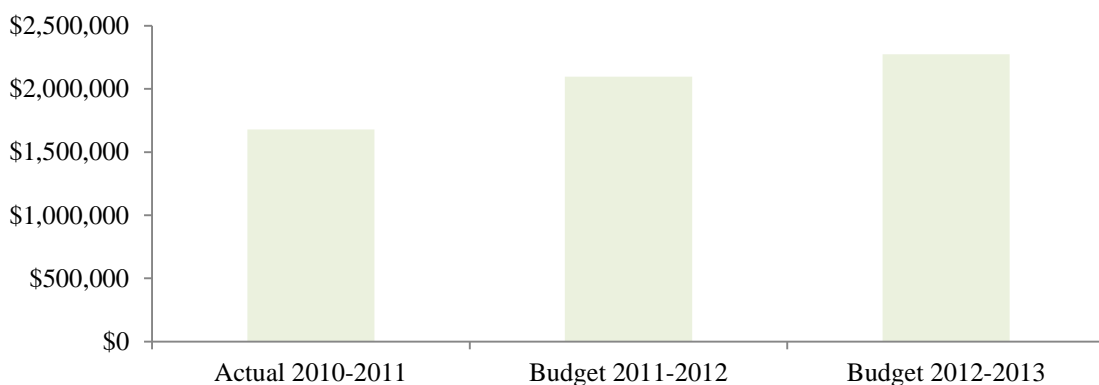
DIVISION AT A GLANCE

The General Government Division increased 8.49% due to a 3% salary adjustment, additional pre-employment expenditures and the addition on one (1) position in Human Resources.

Departments	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
City Council	\$ 85,866	\$ 95,183	\$ 94,833	-0.37%
Administration	603,646	867,140	902,530	4.08%
Legal	488,719	562,268	568,105	1.04%
Human Resources	499,772	572,671	709,735	23.93%
Total	\$ 1,678,004	\$ 2,097,262	\$ 2,275,203	8.48%

Division Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,092,352	\$ 1,480,724	\$ 1,648,444	11.33%
Operations	585,653	616,538	626,759	1.66%
Capital Projects				
Total	\$ 1,678,004	\$ 2,097,262	\$ 2,275,203	8.48%

General Government Budget 2012-2013

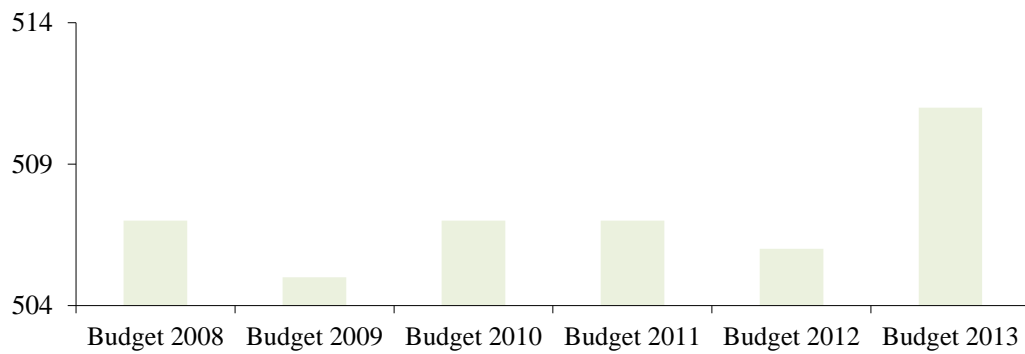


Do You Know?

The City of Mansfield staff consists of 511 Full Time Equivalent positions.



City Wide Staffing



CITY COUNCIL DEPARTMENT

MISSION STATEMENT:

The City Council serves as the legislative branch of the City of Mansfield representing all citizens. The council establishes legislative policy through the adoption of ordinances and resolutions in order to provide a safe, pleasant environment within the community and efficient delivery of public service.

Department at a Glance

The City Council consists of the Mayor and six elected council members. Each member serves a three year term. The City Council meets the 2nd and 4th Monday of each month and conducts joint meetings with other appointed boards at various times during the year. The City Council budget did not increase in FY 2012-2013.

Key Goals and Objectives

Goal 1

Recognize community issues and concerns and develop strategies beneficial to all citizens.

Objectives:

- Maintain open lines of communication to take advantage of citizen and staff input.
- Provide forums, discussions and open meetings to allow citizen involvement.
- Continue to incorporate ideas from strategic planning sessions with City Council, boards and commissions wherever possible.

Goal 2

Develop legislation that will benefit present and future citizens of Mansfield.

Objectives:

- Encourage healthy debate among council members to develop innovative ideas.
- Schedule meetings, workshops, forums to allow staff, citizens and boards to pool ideas and information.

Goal 3

Create an environment that promotes “A Satisfied Public”, “A Skilled Workforce” and a “Cost Effective Service”

Objectives:

- Ensure all city services provide all citizens with access to all services utilizing technology.
- Find new and creative methods to enhance infrastructure improvements.
- Recruit commercial and retail development to reduce the tax burden on the citizens of Mansfield.
- Enhance the Living Environment for all citizens.
- Enhance the Tourism Program.
- Provide for the safety of all citizens.

Performance Objectives

- Recognize community issues and concerns and develop strategies beneficial to all citizens.
- Develop legislation that will benefit present and future citizens of Mansfield.
- Create an environment that promotes “A Satisfied Public”, “A Skilled Workforce”.

Measurable Outcomes:

- The average cost per citizen has remained relatively constant over a four year period.
- Create a total living environment by improving infrastructure, enhancing quality development, utilizing technology, enhancing tourism and providing safety and security to all citizens.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
City Council				
Demand				
Council Meetings	24	24	24	24
Open Record Requests	181	242	260	275
Special Meetings	11	9	11	11
Emergency Meetings	3	2	2	2
Workload				
Ordinances Enrolled	145	33	180	180
Resolutions Enrolled	85	94	125	125
Public Hearings	162	48	175	175
Productivity				
Open Records Request-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	58	80	100	100
Effectiveness				
Master Plan Updates	1	2	1	1
Bond Rating Upgrades	1	1		1
Cost per Citizen	\$ 1.43	\$ 1.66	\$ 1.64	\$ 1.63

City Council	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services				
Operations	\$ 85,866	\$ 95,183	\$ 94,864	-0.34%
Capital				
Projects				
Total	\$ 85,866	\$ 95,183	\$ 94,864	-0.34%

ADMINISTRATION DEPARTMENT

MISSION STATEMENT:

The Mission of the City Administration Department is to implement and execute the legislative policies established by the City Council and guide the direction of the employee organization.

Department at a Glance

The Administration Department includes the City Manager, two (2) assistant city managers and two (2) secretaries. In FY 2012-2013, two open positions include one Assistant City Manager and One Secretary. These positions are not expected to be filled in FY 2012-2013. The Administration budget increased 4.08% due to merit increase and operational cost increase due to \$12,500 budgeted to participate in the Texas High Speed Rail Transportation Corporation.

Key Goals and Objectives

Goal 1

Direct and maintain an effective service organization with high productivity, quality of service and “best value” to all citizens.

Objectives:

- Maintain low turnover of experienced and knowledgeable staff.
- Change the infrastructure of the organization as needed.
- Provide internal support through daily management and direction.

Goal 2

Provide effective communication and information to city council on organizational issues.

Objectives:

- Provide monthly financial reports and agenda support information to city council in order to make the necessary policy decisions to guide the organization of the city.
- Maximize effective use of meetings and work sessions.

- Provide citizen access to city government utilizing the city web site to enhance communication with all citizens.
- Provide capital and operational updates on a regular basis utilizing the city web site, citizen newsletter and other media to provide information to all citizens.

Goal 3

Prepare the annual service plan.

Objectives:

- Analyze, monitor and modify the cities strategic plan to incorporate city council recommendations for program maintenance and expansion.
- Present a balanced budget and develop service program recommendations.
- Analyze and direct the city’s economic development program.
- Analyze local, state and national trends to prepare the annual service plan based on current and future economic conditions.

Performance Objectives

- Maintain a highly skilled workforce.
- Enhance the annual report and information to all citizens.
- Incorporate council and citizen recommendations into the annual service plan.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Administration				
Demand				
Council Meetings	24	24	24	24
Open Record Requests	181	242	246	275
Budget Workshops	2	2	2	2
Strategic Planning Sessions	2	2	2	2
City Wide Staff	507	507	505	511
Workload				
Ordinances Enrolled	145	33	180	180
Resolutions Enrolled	85	94	125	125
Service Departments Managed	15	15	15	15
City Wide Budget	\$ 134,947,921	\$ 143,754,150	\$ 120,443,993	\$ 134,955,667
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
New Service Programs	0	2	0	0
Net Taxable Residential Value	\$ 174,995	\$ 169,678	\$ 170,602	\$ 171,767
Effectiveness				
Property Tax Rate	\$ 0.71	\$ 0.71	\$ 0.71	\$ 0.71
New Construction Value	\$ 167,446,578	\$ 62,427,630	\$ 98,136,348	\$ 72,011,853
Staff Turnover	6%		11%	0%
General Fund New FTE	0	0	0	6
Cost per Citizen	\$ 9.95	\$ 10.62	\$ 15.08	\$ 15.50

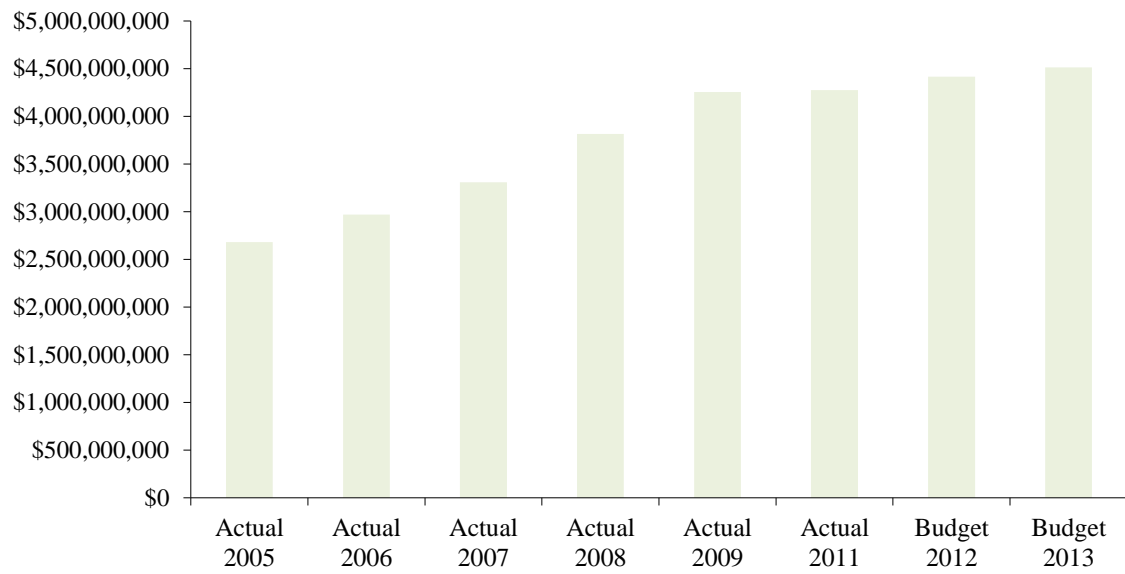
Measurable Outcomes:

- No tax increase to the citizens for the past three years.
- Maintained service levels while leaving 21 positions unfilled in the General Fund.

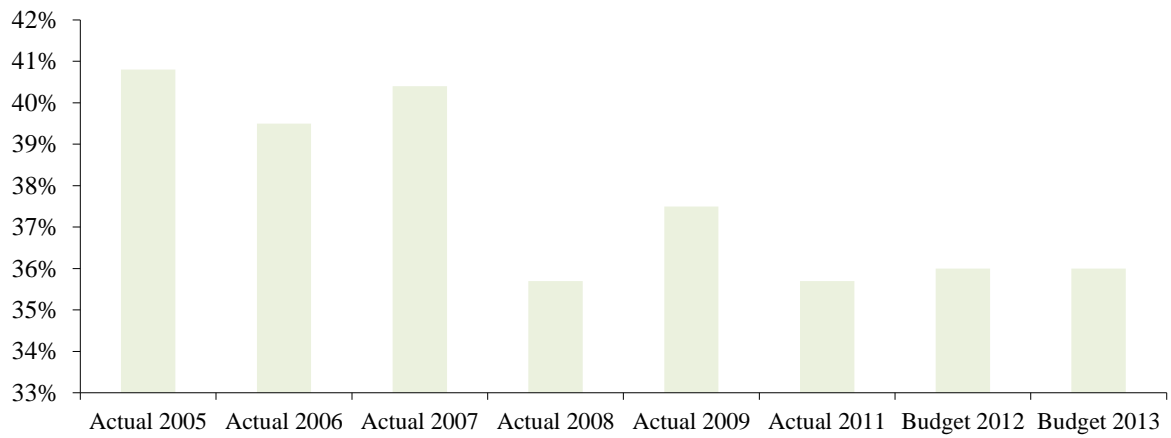
Administration	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 535,931	\$ 821,530	\$ 837,618	1.96%
Operations	67,715	45,610	64,912	42.32%
Capital				
Projects				
Total	\$ 603,646	\$ 867,140	\$ 902,530	4.08%

	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Full Time Equivalent Positions				
City Manager	1	1	1	
Assistant City Manager	2	2	2	
Executive Secretary	2	2	2	
Total	5	5	5	

Taxable Valuation Growth



Debt Service Operating Percentage



LEGAL DEPARTMENT

MISSION STATEMENT:

The mission of the Legal Department is to be the legal advisor to the City of Mansfield and all offices, staff and departments in relation to their official powers and duties.

Department at a Glance

The Legal Department includes the City Attorney and one (1) paralegal. The Legal Department budget increased 1.04% in FY 2012-2013 due to a merit increase.

Key Goals and Objectives

Goal 1

Reduce the legal exposure of the city in its operation.

Objectives:

- Provide guidance and assistance to city staff and city council.
- Review contracts, ordinances and resolutions to ensure legal conformity.
- Work with staff to recognize risk exposure.

Goal 2

Provide cost effective and accurate legal counsel to city council, staff and various boards within the city.

Objectives:

- Advise city council, boards and city staff of changes in legislation and develop changes as needed.
- Provide timely review and preparation of documents.

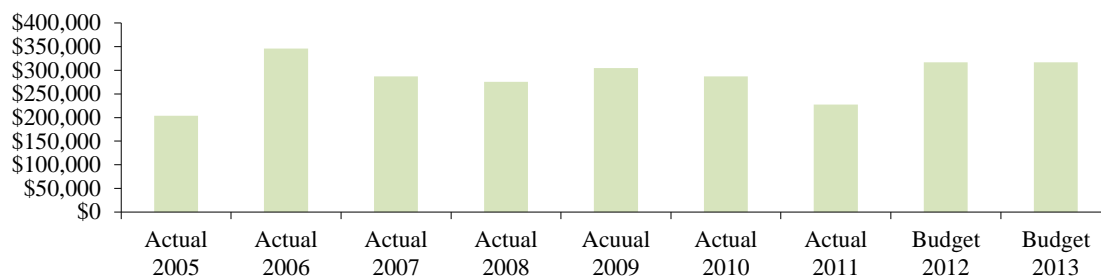
Goal 3

Represent the city in Municipal Court prosecution and settle claims against the city.

Objectives:

- Work closely with city council, boards and staff to advise an expeditious course of action and effective settlement
- Determine weaknesses and strengths of any case filed and recommend a prompt and cost effective settlement.

General Fund Legal Costs



Performance Objectives

- Eliminate lawsuits against the City of Mansfield.
- Provide cost effective, timely and accurate legal services.
- Settle any claims against the city.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Legal				
Demand				
Council Meetings	24	24	24	24
Open Record Requests	603	620	650	650
Emergency Meetings	3	2	2	2
Workload				
Ordinances Enrolled	145	33	180	180
Resolutions Enrolled	85	94	125	125
Contracts Reviewed	73	85	85	85
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	58	80	100	100
Effectiveness				
Legal Fees	\$ 350,375	\$ 227,407	\$ 316,706	\$ 316,706
Cost per Citizen	\$ 10.08	\$ 8.60	\$ 9.78	\$ 9.76

Legal	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 218,573	\$ 218,757	\$ 225,663	3.16%
Operations	270,146	343,511	342,442	-0.31%
Capital				
Projects				
Total	\$ 488,719	\$ 562,268	\$ 568,105	1.04%

	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
City Attorney	1	1	1	
Paralegal	1	1	1	
Total	2	2	2	

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT:

The Human Resources Department administers is a strategic business partner dedicated to ensuring the most effective use of human resources to meet the long-term strategic goals of the city.

Department at a Glance

The Human Resources Department includes the Human Resource Director, one (1) Assistant Human Resource Director one (1) Risk Analyst and one (1) Administrative Assistant, one (1) secretary and (1) Human Resource Specialist.. The overall budget for FY 2012-2013 increased 23.93% due to the addition of the assistant human resources director in FY 2011-2012 and a 3% merit adjustment.

Key Goals and Objectives

Goal 1

Recruit and retain an efficient and effective workforce.

Objectives:

- Assist supervisors with selection testing including panel interviews, written tests, practical tests and profile analysis.
- Revise job descriptions to reflect changes in essential physical functions based on ADA training.
- Analyze the effectiveness of recruiting methods i.e advertising, testing, OJT, etc.

Goal 2

Continue to enhance employee performance through training and development.

Objectives:

- Establish course catalog of ongoing mandatory core supervisor training modules and determine cost effective providers.
- Track training investment including hours and costs per employee.

- Research on-line training opportunities to reduce cost and time for compliance classes.
- Establish wellness goals and incentives for employees to achieve and implement wellness and disease management programs.

Goal 3

Ensure competitive compensation by providing merit increases and equity adjustments as market conditions warrant. And encourage employee wellness.

Objectives:

- Provide survey data from the Metroplex Survey and Texas Municipal League to determine competitive salaries.
- Provide quarterly reports for upper management to monitor compliance with compensation goals and objectives.
- Make annual adjustments to the pay plan to align with market conditions.
- Provide quarterly reports outlining the frequency and severity of health and safety claims.

Performance Objectives

- Retain and Recruit and efficient workforce
- Continue to enhance employee performance through training and development
- Ensure competitive compensation

Human Resources	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
City Wide Staffing (FTE)	507	507	507	511
Positions filled	34	63	43	57
Terminations Processed	31	58	44	45
Workload				
Applications Processed	751	1,558	1,946	1,500
Unemployment Claims filed	9	9	9	9
Payroll Actions Processed	54	86	113	113
Job Studies	5	5	7	6
Liability Claims Processed	25	29	19	20
Property Damage Claims Processed	14	14	5	10
Disciplinary Actions	106	23	20	25
Productivity				
Payroll Actions Processed	54	86	113	113
Workers Compensation Claims	50	50	38	15
Employees/1,000 Citizens	\$ 110.96	\$ 111.91	\$ 113.18	\$ 113.18
Human Resources Staff/100 Employees	0.79	0.79	0.79	0.79
Effectiveness				
Employee Turnover	6.1%	7.0%	7.1%	7.0%
Probationary Turnover	11.80%	14.00%	13.00%	13.00%
Total Liability Claims	\$ 62,241	\$ 10,474	\$ 22,182	\$ 50,000
Workers Compensation Claims	\$ 176,869	\$ 222,000	\$ 126,221	\$ 150,000
Property Damage Claims	\$ 16,312	\$ 50,000	\$ 28,371	\$ 25,000
Absenteeism Costs	\$ 673,350	\$ 680,000	\$ 680,000	\$ 680,000

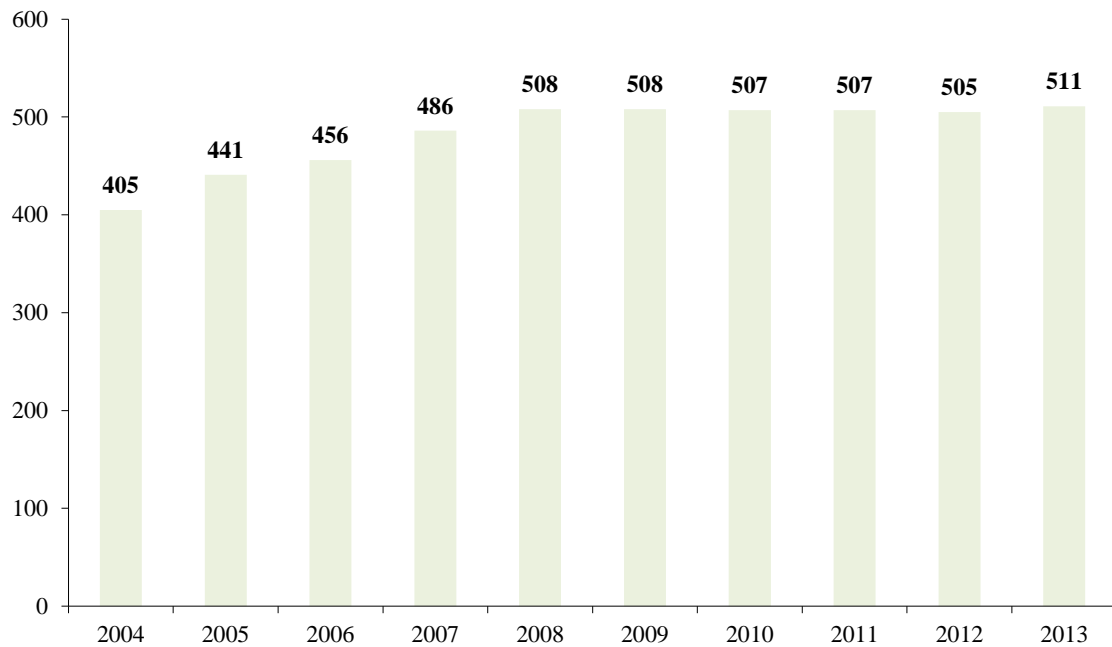
Measurable Outcomes:

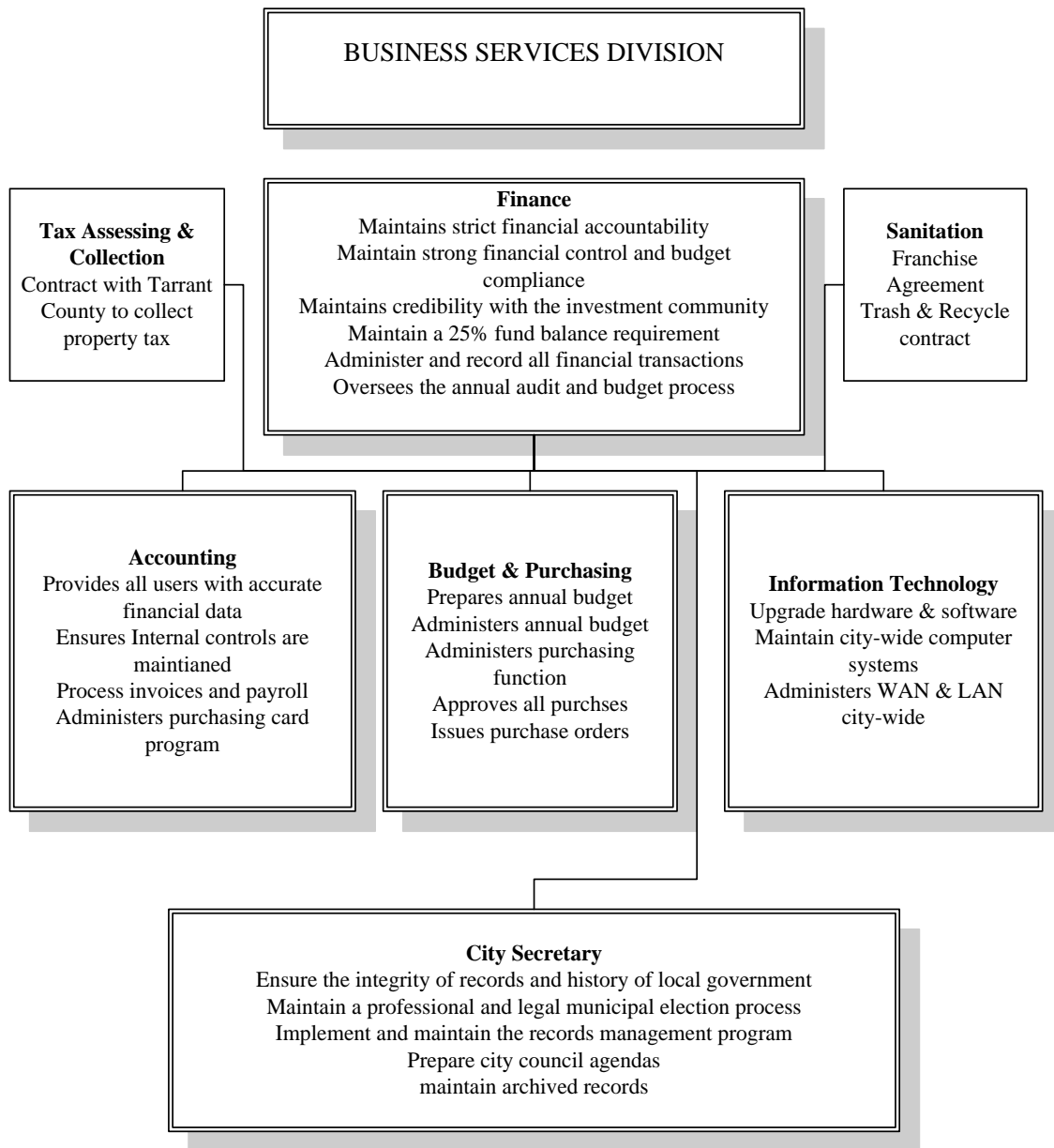
- Property damage claims have been reduced by 80% since 2009.
- Turnover has been reduced to fewer than 10% since 2008.
- Liability claims have dropped steadily since 2008.

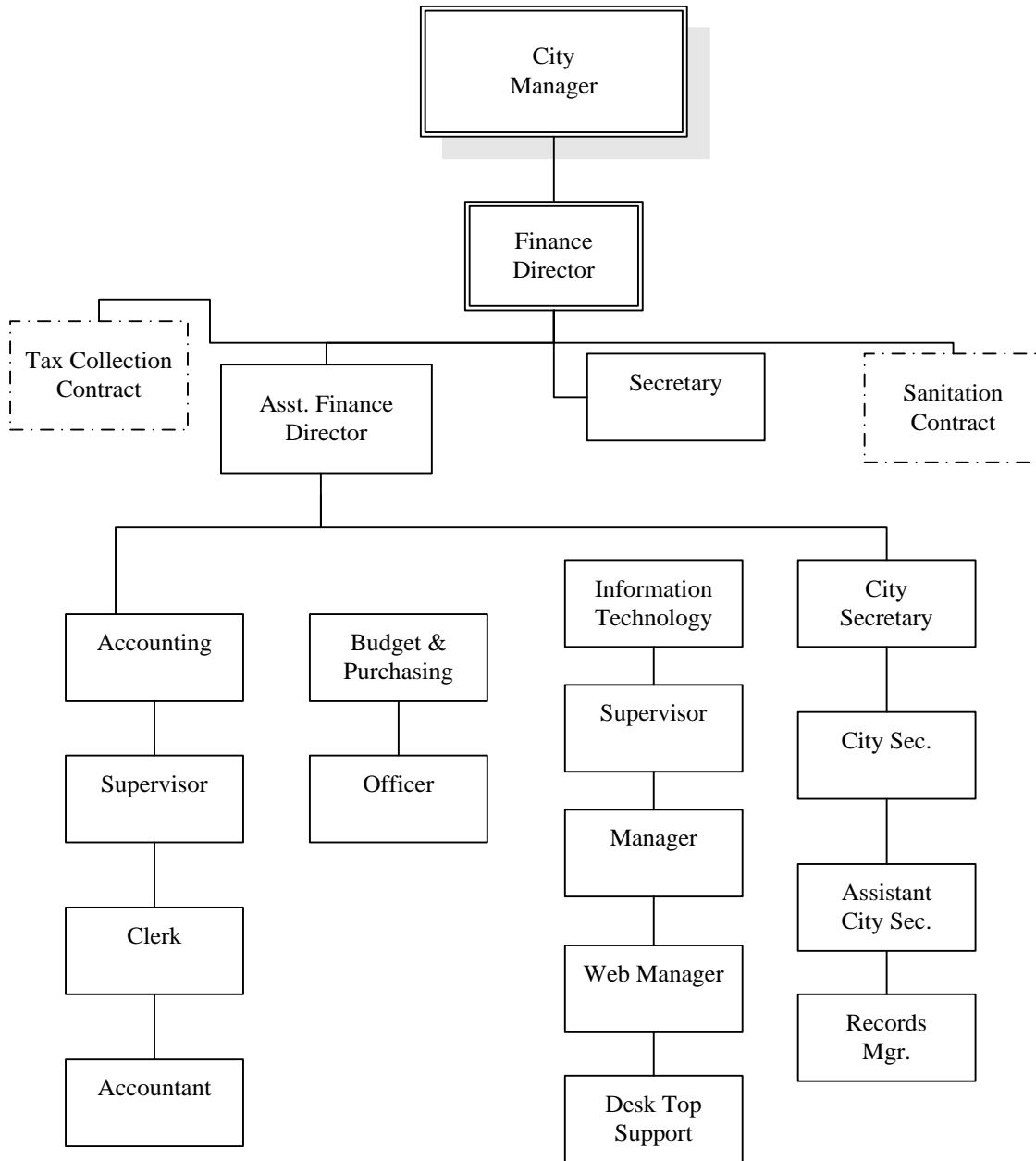
Human Resources	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 337,847	\$ 440,437	\$ 585,163	32.86%
Operations	161,925	132,234	124,572	-5.79%
Capital				
Projects				
Total	\$ 499,772	\$ 572,671	\$ 709,735	23.93%

Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Human Resource Director	1	1	1	
Assistant Human Resource Director		1	1	
Risk Analyst	1	1	1	
Administrative Assistant	1	1	1	
Secretary		1	1	
HR Specialist	1	1	1	
Total	4	6	6	0

Historical Staffing Levels







At a Glance

Business Services Division Highlights

- ☐ The Division manages over \$134 Million Dollars in Budgets City-Wide.
- ☐ The Division has received the GFOA Budget & CAFR Award annually.
- ☐ The City has received Bond Rating Upgrades each year.
- ☐ Technology Enhancement Savings have been over \$50,000 annually.

DIVISION AT A GLANCE

BUSINESS SERVICES DIVISION

Budget Summary

The total Business Services Division budget increased 3.16% in FY 2012-2013 due to the increased cost of sanitation services, a merit increase and contract services. No new positions have been added in FY 2012-2013. One (1) accountant and one administrative assistant position remain unfilled.

Departments	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Finance	\$ 356,020	\$ 422,240	\$ 453,742	7.46%
Accounting	292,803	391,306	404,321	3.33%
Purchasing	65,426	74,987	77,172	2.91%
Tax Assessment	310,524	342,947	333,234	-2.83%
Information Technology	603,881	653,783	696,254	6.50%
Sanitation	1,731,629	1,736,370	1,763,460	1.56%
Budget	74,772	79,166	81,316	2.72%
City Secretary	264,845	269,038	285,804	6.23%
Total	\$ 3,699,900	\$ 3,969,837	\$ 4,095,302	3.16%

Division Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,250,283	\$ 1,424,422	\$ 1,471,657	3.32%
Operations	2,449,617	2,545,414	2,623,645	3.07%
Capital Projects				
Total	\$ 3,699,900	\$ 3,969,837	\$ 4,095,302	3.16%

FINANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Finance Department is to professionally administer the support functions of the city including investment management, debt management, technology services, accounting, budget, purchasing, tax collection services, sanitation and financial reporting in accordance with “Generally Accepted Accounting Principles”.

Department at a Glance

The Finance Department includes the Business Services Director, Assistant Business Services Director and Executive Secretary. The Finance Department budget increased 7.46% in FY 2012-2013 due to a 3% merit increase and \$19,000 for contract services related to the review of sales tax and uses review.

Key Goals and Objectives

Goal 1

Maintain strict financial accountability.

Objectives:

- Administer the recording and reporting of all financial transactions.
- Work closely with auditors and oversee the annual audit process ensuring all financial statements and policies are a true and accurate picture of the city’s finances.
- Maintain strict compliance with generally accepted accounting principles.

Goal 2

Maintain strong financial control and budget compliance.

Objectives:

- Review and report to the City Council and City Manager the status of financial activity on a monthly basis.

- Provide strict control over expenditures and all accounting transactions to ensure proper authorization prior to the encumbrance and/or purchase of goods and services.
- Maintain auditable records in accordance with generally accepted auditing standards.
- Implement new technology improvements to provide accurate and timely financial data.

Goal 3

Maintain financial credibility with the investment community necessary to ensure the availability of future capital spending.

Objectives:

- Maintain a 1.10 Bond Covenant that includes a 1.30 Utility Debt Coverage factor annually.
- Search for ways to improve the revenue position and reduce funding costs.
- Ensure open communication with all bond rating agencies and financial markets.

Performance Objectives

- Enhance the bond rating of the city in all funds.
- Review and revise the city's rate structure as needed.
- Publish annual and semi-annual reports.
- Maintain strong financial management in all funds.

Finance	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Annual Audit	1	1	1	1
Financial Reports to City Council	12	12	12	12
Invoices Submitted for Payment	17,659	18,188	13,083	13,475
Checks Processed	11,313	11,220	13,083	13,475
Purchasing Cards Processed	100	105	110	112
Workload				
General Obligation Debt Managed (Millions \$)	148	145	183	184
Average Daily Investments	62M	73M	100M	100M
Operating Budgets Managed (Millions)	148	143	118	135
Tax Collections	\$ 31,104,350	\$ 31,166,902	\$ 31,433,134	\$ 32,062,362
Productivity				
Average cost per Citizen	\$ 5.70	\$ 6.26	\$ 7.34	\$ 7.79
Tax Collection Rate	100%	100%	100%	100%
GFOA CAFR Award	1	1	1	1
Departmental Budget Meetings	20	20	20	20
Effectiveness				
Bond Rating Upgrades	1	1	TBD	TBD
Percent Savings of Bond Upgrades	2%	2%	TBD	TBD
Debt as a percentage of Total Taxes	37.51%	35.66%	36.30%	36.46%
Fund Balance-General Fund	\$ 7,187,058	\$ 7,982,940	\$ 9,032,718	\$ 9,837,550
Fund Balance Requirement of 25% Accomplished	80%	97%	99%	108%

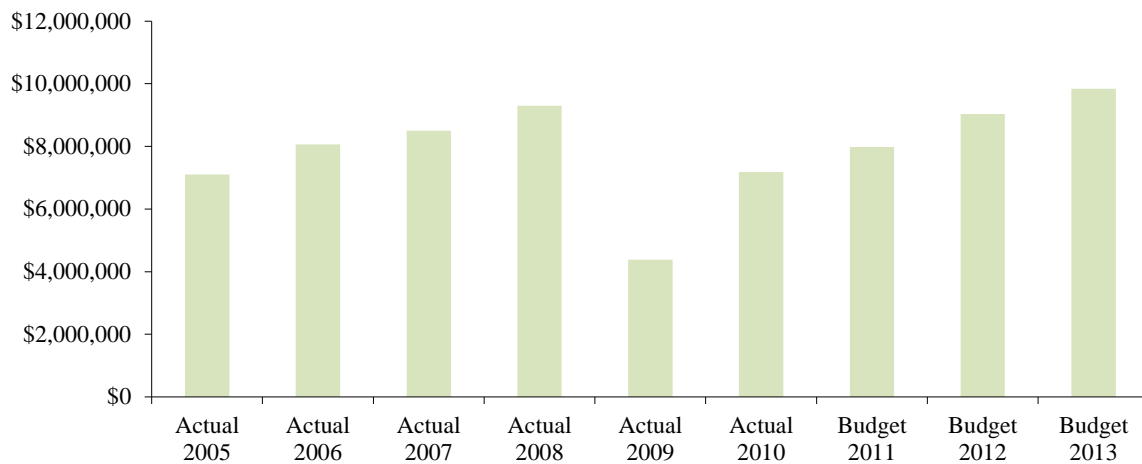
Measurable Outcomes:

- Due to timing of debt issuance, debt ratios have remained constant.
- In 2013, the Finance Department expects to add \$800,000 to the General Fund unreserved fund balance.
- The city will maintain the existing bond ratings from all three major Bond Rating Agencies.

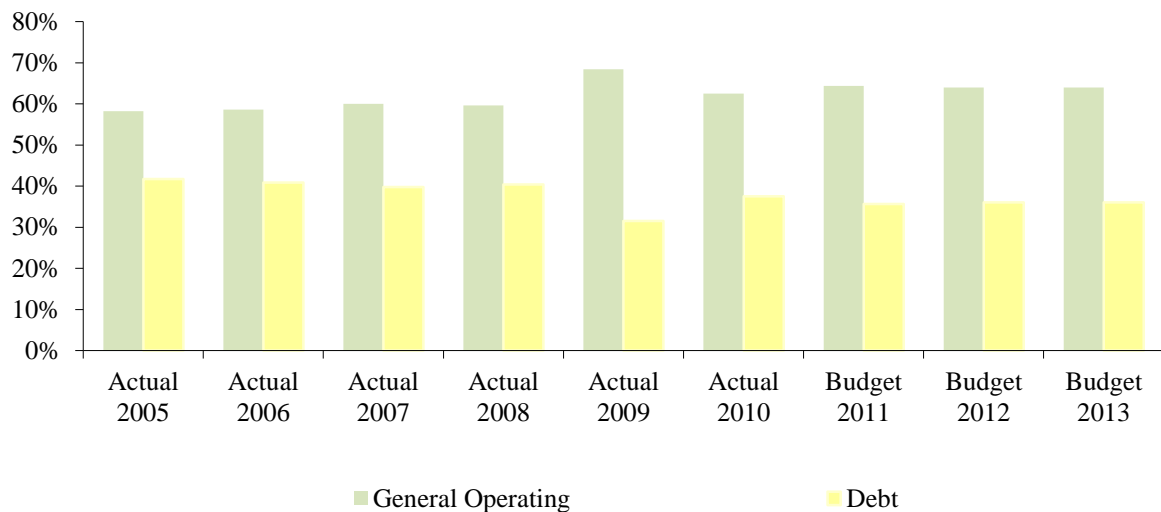
Finance	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 309,266	\$ 389,377	\$ 401,520	3.12%
Operations	46,754	32,864	52,222	58.90%
Capital Projects				
Total	\$ 356,020	\$ 422,240	\$ 453,742	7.46%

Full Time Equivalent Positions	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
Business Services Director	1	1	1	
Asst. Business Services Director	1	1	1	
Executive Secretary	1	1	1	
Total	3	3	3	

Unreserved General Fund Balance



Historical General Fund Summary



ACCOUNTING DEPARTMENT

MISSION STATEMENT:

The Accounting Department mission is to provide an accounting system for safeguarding the city's assets through the recording and reporting of financial transactions in a manner consistent with Generally Accepted Accounting Principles and legally mandated standards.

Department at a Glance

The Accounting Department includes the Accounting Supervisor, Accounts Payable Clerk and a Staff Accountant. The accounting budget increased 3.33% in FY 2012-2013 from increases including a 3% salary adjustment and estimated auditing increases. The Staff Accountant position will remain open in FY 2012-2013.

Key Goals and Objectives

Goal 1

Provide all users with accurate financial data on a timely basis.

Objectives:

- Disburse reports to service departments within 5 business days after month end closing.
- Compile monthly financial reports to the Assistant Finance Director.
- Submit reports to regulatory agencies as requested.

Goal 2

Receive the award for the CAFR for outstanding financial reporting from the Government Finance Officers Association.

Objectives:

- Prepare the annual report in accordance with generally accepted accounting principles on a basis

consistent with prior year(s) and GASB 24 requirements.

- Implement the latest accounting changes that provide accurate financial reports to both internal and external customers.
- Prepare all reports in a manner to ensure readability and create artistic appeal.
- Ensure all assets are accurately reflected in the annual CAFR.

Goal 3

Ensure all financial controls are sufficient.

Objectives:

- Safeguard assets against loss from unauthorized loss or dispositions.
- Ensure payments submitted and purchase card transactions are processed in accordance with financial policy.
- Ensure all invoices and payments are made in a timely manner to receive discounts whenever possible.

Performance Objectives

- Pay all invoices submitted within 30 days.
- Process all purchase card transactions within 30 days.
- Ensure all payments are applied correctly to the appropriate accounts

Accounting	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Invoices submitted for payment	17,659	13,117	13,083	13,214
Checks processed for payment	11,313	9,107	12,948	11,653
Purchase Cards processed for payment	100	152	110	152
Invoices reviewed for payment	16,645	13,117	13,083	13,214
Workload				
Payments Disbursed (Millions)	108	127	120	132
Purchase Card processed	100	152	110	152
Payrolls processed	27	28	28	28
Journal entries processed	3,997	4,117	4,100	4,100
Productivity				
Avg. Cost per Citizen	\$ 5.31	\$ 5.15	\$ 6.81	\$ 6.95
Invoices processed	16,645	16,645	16,645	16,645
Purchase Cards processed	100	152	110	152
Financial Reports Compiled	14	14	14	14
Effectiveness				
Payments processed within 30 days	100%	100%	100%	100%
Purchase Cards processed within 30 days	100%	100%	100%	100%
Average Time for payment approval (days)	3	3	3	3

Measurable Outcomes:

- All payments are processed within 30 days.
- Purchase cards have been issued to reduce the amount of invoice processing and reducing processing costs.

Accounting Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 151,505	\$ 235,528	\$ 238,686	1.34%
Operations	141,297	155,777	165,635	6.33%
Capital Projects				
Total	\$ 292,803	\$ 391,306	\$ 404,321	3.33%

	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
Full Time Equivilent Positions				
Accounting Supervisor	1	1	1	
Accountant	1	1	1	
Accounts Payable Clerk	1	1	1	
Total	3	3	3	

PURCHASING DEPARTMENT

MISSION STATEMENT:

The Purchasing Department mission is to provide a purchasing system using the latest technology and purchasing agreements to obtain goods and services at the lowest possible cost and at the “best value”.

Department at a Glance

The Purchasing Department salary and benefits cost are split with the Budget Department. Overall, the Purchasing Department budget for FY 2012-2013 increased 2.91% due to a 3% merit adjustment.

Key Goals and Objectives

Goal 1

Continue to develop a centralized purchasing program that is cost effective and provides end users with the “best value”.

Objectives:

- Provide bulk buying opportunities whenever possible.
- Utilize cooperative purchasing agreements to reduce costs and provide timely purchases of goods and services.
- Educate and provide service departments with “E-Commerce” opportunities utilizing web based buying and disposition of retired assets.
- Develop specifications that may be used by multiple departments.

Goal 2

Utilize the latest technology to enhance the purchasing process.

Objectives:

- Continue to utilize “on-line” purchasing opportunities to procure goods and services.
- Utilize vendor web sites to provide direct access to all goods and services and reduce procurement costs.
- Utilize web based bid tabulation opportunities and HUB vendor notifications.
- Dispose of retired city assets utilizing on line auctions.

Goal 3

Ensure compliance with the cities purchasing policies.

Objectives:

- Ensure all legislative changes are incorporated into the city purchasing policy.
- Ensure purchase order thresholds and requirements are met by all departments.
- Educate and train all departments in the purchasing process to ensure compliance with all local, state and federal law.

Performance Objectives

- Utilize technology to enhance the purchasing function.
- Ensure compliance with the purchasing policy.
- Ensure timely issuance of purchase orders.
- Provide service departments with “E-Commerce” opportunities.

Purchasing	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Request for Purchase Orders	729	794	815	815
Payment Authorizations Submitted	17,659	18,188	18,734	19,296
Vendor Applications Reviewed	195	195	210	210
"On-Line" Auctions	10	12	12	12
Workload				
Purchase Orders Issued	729	794	815	815
Payment Authorizations approved	17,659	18,188	18,734	19,296
Specification Development (hours)	40	48	48	48
Vendors Approved	265	265	282	282
Productivity				
Average Cost per citizen	\$ 1.25	\$ 1.15	\$ 1.30	\$ 1.33
Dollar Value of Purchase orders	\$ 19,158,868	\$ 19,158,868	\$ 19,158,868	\$ 19,158,868
City-Wide Specifications Developed	6	6	6	6
Effectiveness				
Cooperative Purchasing Agreements	8	8	8	8
Purchase Orders issued within 5 days	100%	100%	100%	100%
Vendors approved within 5 days	100%	100%	100%	100%
Proceeds from auctioned property	\$ 28,870	\$ 51,487	\$ 2,120	\$ 2,120

Measurable Outcomes:

- All payments are processed within 30 days.
- All purchase orders are issued within 5 days.
- On Line auctions have resulted in additional net proceeds from the sale of obsolete equipment and reduced expenses related to live auctions.

Purchasing Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 64,197	\$ 65,973	\$ 68,130	3.27%
Operations	1,228	9,014	9,042	0.31%
Capital Projects				
Total	\$ 65,426	\$ 74,987	\$ 77,172	2.91%

	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
Full Time Equivilent Positions				
Budget & Purchasing Director*		0.5	0.5	0.5
Total		0.5	0.5	0.5

*Split with the Budget Department.

BUDGET DEPARTMENT

MISSION STATEMENT:

The Budget Department mission is to develop, coordinate and monitor the city's budget program including historical revenue and expenditure trends, the line item budget for each department, budget amendments and keep management informed of budgeted revenue and expenditure patterns throughout the budget year.

Department at a Glance

The Budget Department salary and benefits cost are split with the purchasing department. Overall, the budget department increased 2.71% due to a 2% salary adjustment.

Key Goals and Objectives

Goal 1

Maintain the integrity of the adopted budget in all funds.

Objectives:

- Approve only budgeted expenditures unless otherwise authorized by City Council or management.
- Provide real time line item expenditures to all service departments for review.
- Monitor revised appropriations to ensure the availability of funds and legal compliance.

Goal 2

Prepare the city's budget based on City Council and City Manager prioritization of new and existing programs utilizing available resources.

Objectives:

- Ensure City Council and City Managers priorities are addressed in the budget.

- Incorporate policy and performance objectives into the operating budgets of all service departments.
- Ensure information including long range projections, capital expenditures and historical trends are utilized to provide accurate budget data.
- Require detailed justification for any new program that may require additional funding.
- Provide access to the budget document in a PDF format and on the City of Mansfield website.

Goal 3

Continue to receive the GFOA Outstanding Budget Presentation Award.

Objectives:

- Prepare the budget document incorporating revenues, expenditures, performance measures and statistical analysis to present a balanced budget.
- Utilize technology enhancements to create a budget document that contains eye pleasing charts and graphs and easily understandable statistical tables.

Performance Objectives

- Obtain the Outstanding Budget Award Presentation.
- Enhance the budget document using charts, graphs and tables.
- Ensure actual expenditures do not exceed budgeted expenditures.

Budget	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Departmental Budget Meetings	15	15	15	15
Scheduled Budget Workshops	2	2	2	2
Financial Reports Submitted	12	12	12	12
Line Item Supply Cost List	347	377	422	422
Workload				
GFOA Award Submission	1.0	1.0	1.0	1.0
Long Term Financial Plan Meetings	3.0	1.0	2.0	2.0
Operating Budgets Managed (Millions)	148.0	143.0	118.0	137.0
Productivity				
Average Cost per citizen	\$ 1.15	\$ 1.38	\$ 1.38	\$ 1.40
Percent of Actual vs. Budget Expenditures	100%	100%	100%	100%
Reproduction Savings	\$ 25,000	\$ 32,560	\$ 20,000	\$ 42,500
Effectiveness				
Distinguished Budget Award	1	1	1	1
Outstanding Budget Award				
Actual vs. Budget Expenditures	100%	100%	100%	100%
Percent of Actual vs. Budget Expenditures	97%	98%	100%	100%

Measurable Outcomes:

- Expenditures historically have not exceeded budge amounts.
- Long Term planning has become an integral part of the budget process.
- Budget projections are quantifiable and utilize historical patterns to develop multi-year trends.

Budget Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 64,197	\$ 65,980	\$ 68,130	3.26%
Operations	10,575	13,186	13,186	0.00%
Capital Projects				
Total	\$ 74,772	\$ 79,166	\$ 81,316	2.72%

	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
Full Time Equivilent Positions				
Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

*Split with the Purchasing Department.

INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT:

The Information Technology Department mission is to provide support, maintain and seek to improve a high quality, cost effective local and wide area network (LAN/WAN) that meets current and future requirements for staff and the citizens of the City of Mansfield.

Department at a Glance

The Information Technology Department budget increased 6.5% due to a 3% salary adjustment and increased costs for annual maintenance to the cities upgraded financial software. The Information Technology Department includes the IT Director, Assistant Director, Web Master and Network Administrator.

Key Goals and Objectives

Goal 1

Upgrade network infrastructure and software applications to optimize the working environment of all service departments.

Objectives:

- Replace city network “Core” switch.
- Replace city network firewall.
- Utilize new technology to enhance productivity and enhance web capabilities.
- Develop new software applications for all departments to improve the productivity in all departments.

Goal 2

Increase response time and service levels to all internal and external customers.

Objectives:

- Respond to calls for service within 4 hours and remotely troubleshoot the existing system.
- Provide increased support to all departments utilizing new and innovative desktop functions.
- Continue to upgrade the existing LAN, WAN and wireless capability throughout the city.
- Continue to develop the city VOIP capability in all city buildings.

Goal 3

Continue to introduce E-Government to the citizens and staff utilizing the city website and cable channel.

Objectives:

- Roll out new and enhanced city website
- Provide on line payment services not yet available.

Performance Objectives

- Upgrade network infrastructure and software applications.
- Enhance hardware and software applications throughout the city.
- Provide upgraded personal computer systems and service support to all citizens and staff.

Information Technology	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Department troubleshooting Requests	5,200	4,800	4,700	5,200
Computer's Monitored	400+	400+	400+	400+
Software applications	10	10	10	13
Workload				
Average IT Jobs Daily	27	22	20	20
E-Mail Accounts Maintained	400+	450+	300+	355+
Public Safety Mobile Data Terminals	60	60	60	75
Computer's Monitored	400+	400+	400+	400+
Productivity				
Linear Feet of LAN & WAN	206,000	206,000	206,000	206,000
Communication Devices Maintained	900	900	900	1000+
Software applications	10	10	10	13
Effectiveness				
Average cost per citizen	\$ 10.21	\$ 10.71	\$ 11.31	\$ 11.96
Service Requests answered within 2 hours	100%	100%	100%	100%
Downtime of city network	Less than 1%	Less than 1%	Less than 1%	Less than 1%

Measurable Outcomes:

- Due to new technology implementation, the city network is down less than 1% of the operating time.
- The IT department manages over 450 e-mail accounts.

IT Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 426,340	\$ 429,889	\$ 443,442	3.15%
Operations	177,541	223,894	252,812	12.92%
Capital Projects				
Total	\$ 603,881	\$ 653,783	\$ 696,254	6.50%

	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
Full Time Equivalent Positions				
IT Director	1	1	1	
IT Manager	1	1	1	
City Web Master	1	1	1	
Desk Top Support Specialist	1	1	1	
Total	4	4	4	

SANITATION DEPARTMENT

MISSION STATEMENT:

The Sanitation Department mission is to provide the City of Mansfield residents and commercial customers effective collection of disposal waste through a franchise agreement approved by city council.

Department at a Glance

The Sanitation Department budget increased 1.56% due to increased waste disposal accounts. The Sanitation Department contracts with a local provider for the disposal of trash and recyclable material. No staff is budgeted in this department due to outsourcing the waste disposal function.

Key Goals and Objectives

Goal 1

Increase residential and commercial participation in the recycling program.

Objectives:

- Educate and inform the citizens as to the value of recycling.
- Research and find ways to make recycling easier and fun for citizens.
- Convey to participants the necessity to recycle and extend the life of local landfills.
- Utilize the recycling cart program to fit the individual needs of the citizens.

Goal 2

Work with the contractor to increase public satisfaction.

Objectives:

- Increase communication by resolving complaints immediately.

- Require the contractor to use the latest technology and equipment to service the citizens.
- Require the contractor to project a professional image by using up to date equipment and a professional workforce.
- Continue to provide the citizens with the capability to pay utility bills on line utilizing the city's web site and convenient drop boxes.

Goal 3

Provide the "Best Value" to the citizens.

Objectives:

- Work with the disposal contractor to ensure residential and commercial customers receive the best service available by requiring a regular schedule city wide.
- Ensure the latest technology is available to all citizens to streamline the payment process and provide information to all citizens via the city website.
- Establish minimum service levels to ensure customer satisfaction.

Performance Objectives

- Increase the use of recycling by citizens and commercial accounts.
- Reduce service complaints.

Sanitation	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Waste Disposal Accounts (residential)	16,401	16,728	16,933	17,335
Wasted Disposal Accounts (commercial)	940	955	991	1,026
Workload				
Annual Waste Disposal Pick-Ups	196,812	200,736	203,196	220,332
Waste Disposal Area (sq. miles)	36.64	36.64	36.64	36.64
Productivity				
Avg. Residential Pick-Up per Week	2	2	2	2
Percent of Disposal Pick-Ups Weekly	99.6%	99.6%	99.6%	99.6%
Effectiveness				
Average cost per citizen	\$ 30.81	\$ 30.72	\$ 30.20	\$ 29.83
Complaints resolved within 24 hours	100%	100%	100%	100%

Measurable Outcomes:

- Customer complaints are resolved within 24 hours of receipt.
- Recycling has increased due to public education and the availability of recycling bins at city hall.

Sanitation	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services				
Operations	\$ 1,731,629	\$ 1,736,370	\$ 1,763,460	1.56%
Capital				
Projects				
Total	\$ 1,731,629	\$ 1,736,370	\$ 1,763,460	1.56%

TAX ASSESSING AND COLLECTION DEPARTMENT

MISSION STATEMENT:

The Tax Assessing and Collection department mission is to provide cost effective service in the collection of current property tax collection, delinquent property tax accounts and provide accurate accounting of the property tax collections for the City of Mansfield.

Department at a Glance

The Tax Assessing and Collection function is performed by a contract with the Tarrant County Tax Assessor-Collector. The department has no staffing and operating costs are contractual costs for the service provided by the County Tax Assessor. A decrease of 2.83% is budgeted in FY 2012-2013 due to the estimated reduced cost of tax collections.

Key Goals and Objectives

Goal 1

Provide a cost effective and efficient service to the citizens.

Objectives:

- Contract with Tarrant County for the collection of all taxes.
- Record and report monthly tax collections to the Business Services Division.
- Provide payment plans to fit the needs of the citizens.

Performance Objectives

- Ensure the efficient collection of all property taxes.

	Actual		Actual		Budget		Budget	
Tax Assessment	2009/2010		2010/2011		2011/2012		2012/2013	
Demand								
Taxable Valuation (millions)	\$	3,805	\$	4,100	\$	4,415	\$	4,512
Statements Mailed		19,762		21,224		21,624		22,024
Workload								
Taxable Accounts		19,762		21,224		21,624		22,024
Current Collections	\$	29,928,461	\$	31,166,902	\$	31,433,134	\$	32,062,362
Productivity								
Statements Mailed		19,762		21,224		21,624		22,024
Effectiveness								
Average cost per citizen	\$	6.13	\$	5.51	\$	5.96	\$	5.80
Collection rate		100%		100%		100%		100%

Measurable Outcomes:

- Collect 100% of all current and delinquent property taxes.

Tax Assessment Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services				
Operations	\$ 310,524	\$ 342,947	\$ 333,234	-2.83%
Capital Projects				
Total	\$ 310,524	\$ 342,947	\$ 333,234	-2.83%

CITY SECRETARY DEPARTMENT

MISSION STATEMENT:

The City Secretary's Department mission is to provide maintenance and custodianship of City Council minutes, all legal documents, records management, conduct elections, develop City Council packets, record the minutes of each meeting and serve City Council on various secretarial duties, notifications and arrangements.

Department at a Glance

The City Secretary's Department budget increased 6.23% in FY 2012-2013 due to a 3% salary adjustment, increased cost of elections and increased cost of training.

Key Goals and Objectives

Goal 1

Ensure the integrity of records and historical information of the City of Mansfield.

Objectives:

- Continue development of a comprehensive system of protecting archival records to assure preservation of the city's legislative history.
- Maintain a records management filing system that will efficiently preserve and allow expedient retrieval of information.

Goal 2

Maintain a professional, legal and ethical municipal election process.

Objectives:

- Reduce the cost of holding elections with no reduction in the efficiency with which they are conducted.

Performance Objectives

- Ensure the integrity of the records management system.
- Record and store all meeting minutes.
- Continue to enroll ordinances and resolutions as mandated by city council.
- Ensure the integrity of the election process.

- Continue to improve the candidate information booklet in order to assist candidates in meeting mandated responsibilities and requirements.
- Continue to attend election training seminars and provide education to the Mansfield election judges and clerks.

Goal 3

Continue to develop an effective Records Management Program.

Objectives:

- Establish a storage and document destruction system by utilizing web based access and retrieval system to provide real time access.
- Continue to provide off -site storage to reduce in house storage and destruction costs.

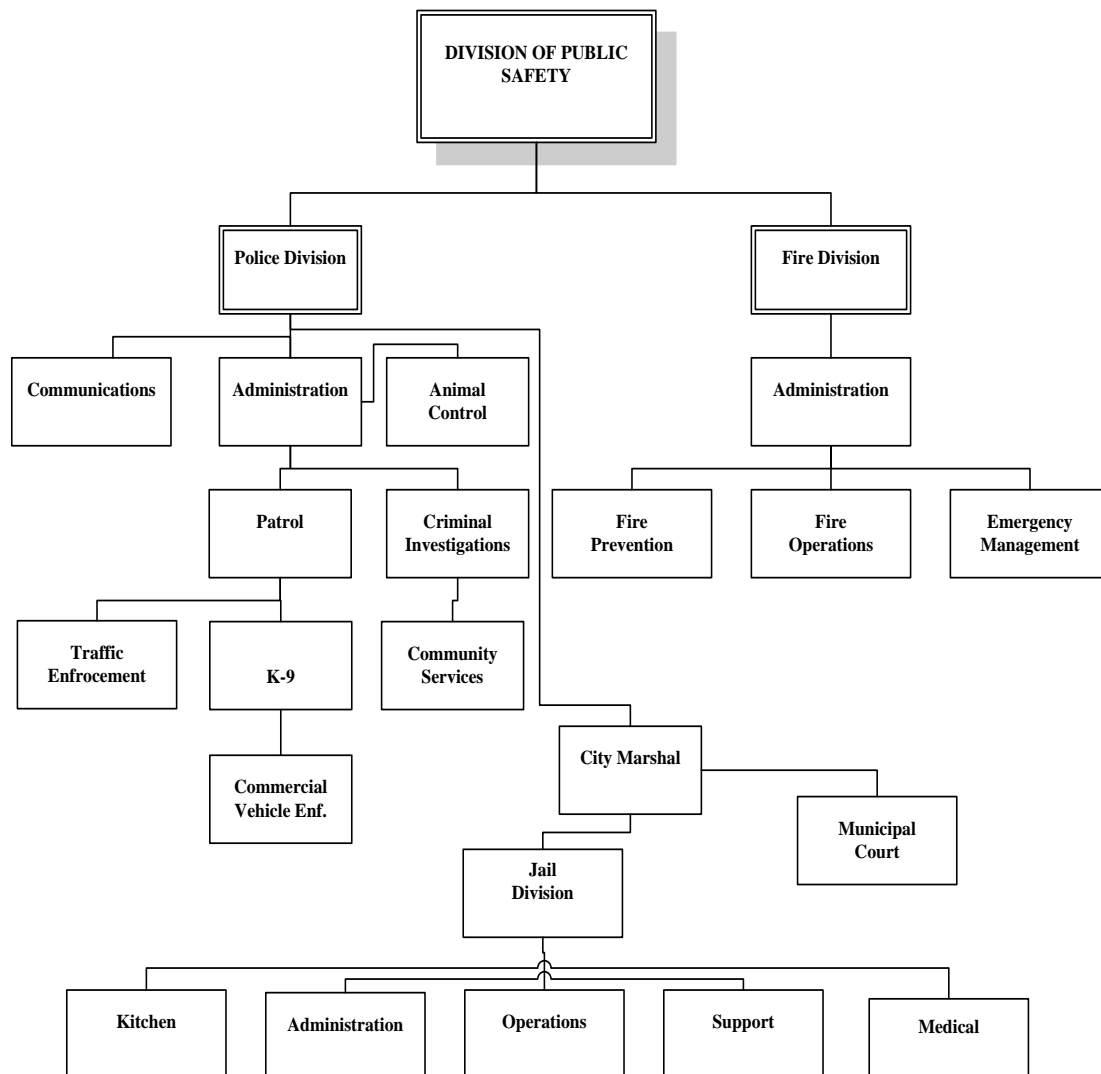
City Secretary	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Elections	1	1	1	1
Open Records Request	167	242	246	275
Meetings	29	34	35	35
Ordinance & Resolution Mandates	230	127	305	305
Workload				
Open record Request-Staff Hours	81	94	100	100
Meeting Hours required	120	97	150	150
Ordinances enrolled	45	33	180	180
Resolutions enrolled	86	94	125	125
Productivity				
Storage & filing System Implemented				
Meeting minutes recorded	29	34	35	35
Elections supervised	1	1	2	1
Effectiveness				
Average cost per citizen	\$ 4.07	\$ 4.66	\$ 4.68	\$ 4.91
Open Records Responses-10 days or less	100%	100%	100%	100%
Accuracy of meetings	100%	100%	100%	100%

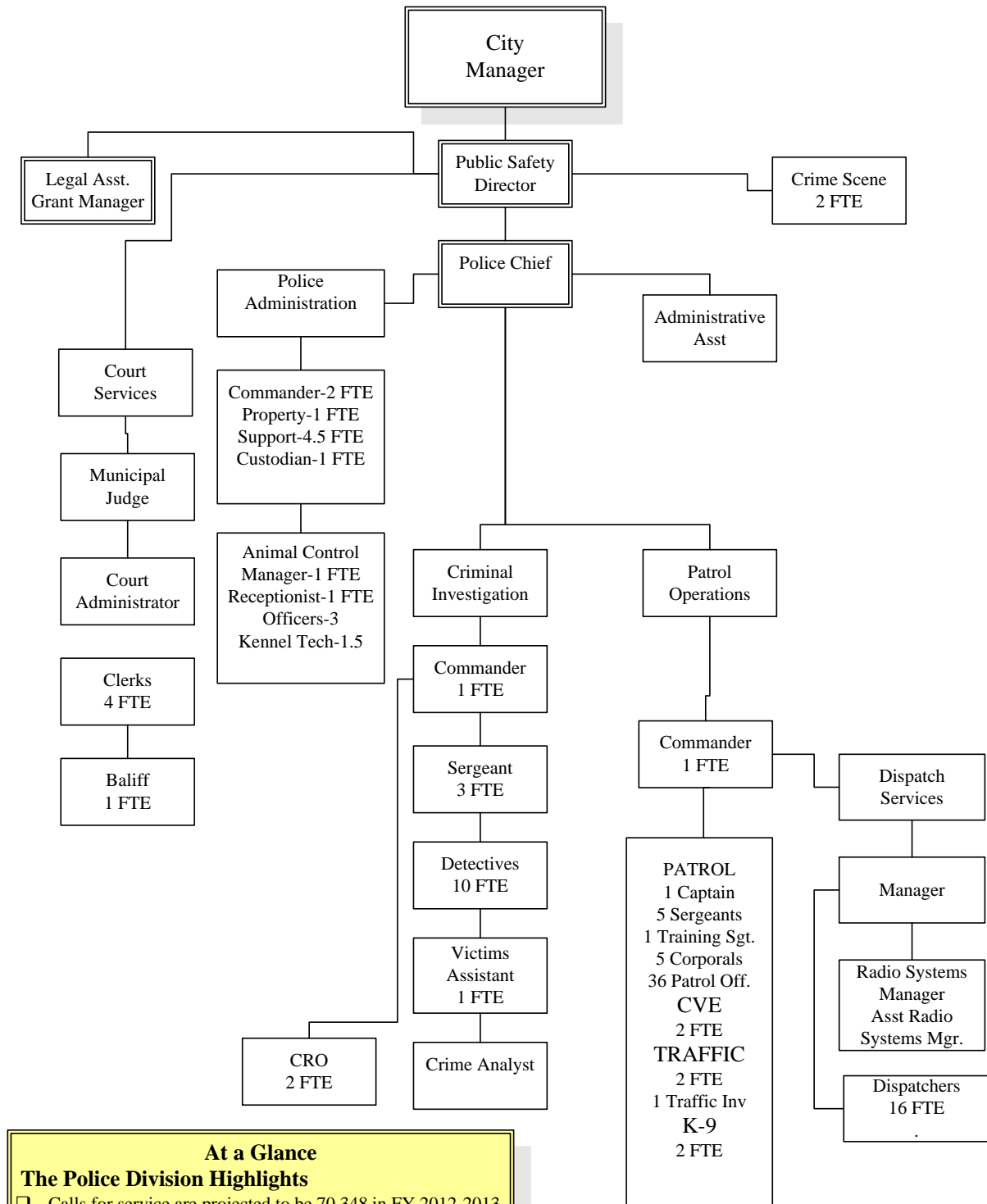
Measurable Outcomes:

- Open records requests are processed within 10 working days of submission.
- By contracting with Tarrant County for elections, the City of Mansfield reduces the costs of processing, securing and renting election software and hardware and provides the citizens with several election sites.

City Secretary Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2011-2012
Personnel Services	\$ 234,777	\$ 237,676	\$ 251,750	5.92%
Operations	30,068	31,362	34,054	8.58%
Capital Projects				
Total	\$ 264,845	\$ 269,038	\$ 285,804	6.23%

Full Time Equivalent Positions	Actual 2010-2011	Budget 2011-2012	Budget 2012-2013	Additions 2012-2013
City Secretary	1	1	1	
Assistant City Secretary	1	1	1	
Records Manager	1	1	1	
Total	3	3	3	





At a Glance

The Police Division Highlights

- ❑ Calls for service are projected to be 70,348 in FY 2012-2013.
- ❑ 75% of all calls for service are answered under 8 minutes.
- ❑ Criminal Investigations clears 93% of all cases.
- ❑ 100% of all mandatory training is provided.
- ❑ Two (2) new patrol positions have been added in FY 2012-2013.

Do You Know?

The Police and Jail Divisions Manages a Fleet of Approximately 89 Vehicles.



The Fire Division Manages a Fleet of Approximately 32 Vehicles and Trailers.



DIVISION AT A GLANCE

PUBLIC SAFETY DIVISION

Budget Summary

The Public Safety Division budget increased by \$1,463,273 or 6.96%. The increase is due to the addition of four (4) additional patrol positions, overtime, a 3% merit increase, market adjustments in both police and fire, one (1) additional custodian position transferred from building services and the addition of two (2) partially funded grant positions to full time positions in the Police Division and increases in annual maintenance costs. *The Jail Division budget is found in the Enterprise Fund section of the budget document.*

Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Public Safety Administration	\$ 319,014	\$ 520,374	\$ 543,751	4.49%
Police Administration	1,225,540	1,220,117	1,324,071	8.52%
Communications	1,359,857	1,412,091	1,486,102	5.24%
Patrol Operations	5,362,891	5,547,202	5,364,953	-3.29%
CID	1,942,610	1,775,605	1,931,552	8.78%
Animal Control	444,357	430,929	452,202	4.94%
Commercial Vehicle Enforcement	226,179	241,592	242,290	0.00%
Traffic			391,655	
Special Services	6,677	8,608	211,206	2353.54%
Community Resource	337,253	347,522	233,975	-32.67%
Court	552,933	556,229	561,728	0.99%
Fire Administration	660,429	720,624	751,298	4.26%
Fire Prevention	551,391	661,148	626,018	-5.31%
Emergency Management	26,890	30,283	31,599	4.35%
Fire Operations	7,246,202	7,549,741	8,332,938	10.37%
Total	\$ 20,262,223	\$ 21,022,064	\$ 22,485,337	6.96%

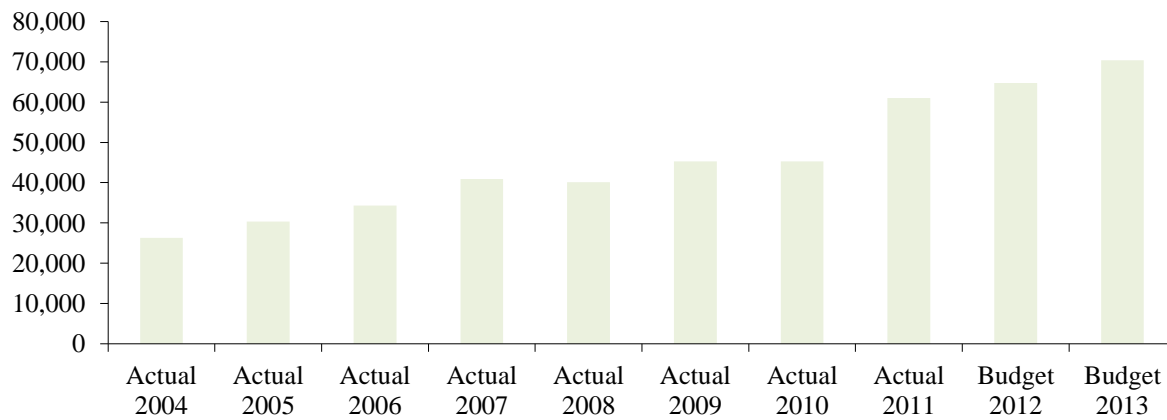
Division Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 17,462,030	\$ 18,275,584	\$ 19,645,527	7.50%
Operations	2,626,695	2,746,480	2,839,810	3.40%
Capital Projects	27,788 145,710			
Total	\$ 20,262,223	\$ 21,022,064	\$ 22,485,337	6.96%

CID includes Grants in the amount of \$145,710.

The Public Safety Division encompasses all aspects of emergency services and technical support for the police, fire and jail divisions within the City of Mansfield.



Calls for Service



Public Safety Division	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Scene Director	1	1	1	
Crime Scene Technician	0	1	1	
Police Chief	1	1	1	
Commander	2	2	2	
Administrative Assistant	1	1	1	
Property Technician	1	1	1	
Custodian	0	0	1	1
Administrative Support	6	4.5	4.5	
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Technical Services Mgr.	1	1	1	
Dispatchers	16.5	16	16	
Patrol Commander	1	1	1	
Patrol Captain	1	1	1	
Patrol Sergeant	7	5	5	
Training Sergeant	1	1	1	
Patrol Corporals	0	4	5	1
Motor Officers	2	2	2	
K-9 Officers	1	1	2	1
Patrol Officers	36	34	36	2
Commercial Vehicle Enforcement	2	2	2	
Traffic Investigator	1	1	1	
CID Commander	1	1	1	
CID Sergeant	2	3	3	
Detectives	10	9	9	
Detective-Polygraph	1	1	1	
Crime Analyst	1	1	1	
Victims Assistance Coordinator	1	1	1	
Community Resource Officers	3	2	2	
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	3	3	4	1
Baliff	1	1	1	
Fire Chief	1	1	1	
Assistant Fire Chief	2	2	2	
Fire Marshal	1	1	1	
Fire Inspector	3	5	4	-1
Fire Services Director	1	1	1	
Secretary	1	1	1	
Battalion Chief	3	4	4	
Captains	6	6	7	1
Lieutenants	8	8	7	-1
Apparatus Operator	12	12	13	1
Firefighter	42	42	42	
Animal Control Supervisor	1	1	1	
Animal Control Officers	3	3	3	
Receptionist	1	1	1	
Kennel Technician	1.5	1.5	1.5	
Total	197	198	204	6

PUBLIC SAFETY ADMINISTRATION AND GRANT MANAGEMENT

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Public Safety Administration Department includes the Public Safety Director, Legal Assistant/Grant Manager, Crime Scene Director and Crime Scene Technician. The Public Safety Administration department budget increased 4.49%% due to a 3% merit adjustment, additional crime scene supplies and additional fuel costs.

Key Goals and Objectives

high level of grant compliance ratings.

Goal 1

Provide effective and efficient public safety services to the citizens of Mansfield.

Objectives:

- Ensure the staffing and equipment needs of the Public Safety Divisions are met to provide cost effective service to the citizens.
- Ensure the policy and procedures of the public safety divisions are being adhered to.
- Maintain open lines of communication with all public safety personnel.

Goal 2

Provide effective and efficient grant procurement and management procedures for the Public Safety Divisions.

Objectives:

- Research and apply for all local, state and federal grant opportunities as they are available.
- Manage all local, state and federal grants currently awarded to public safety.
- Maintain liaison with all local, state, and federal grant agencies to enhance our abilities to maintain our

Goal 3

Maintain open lines of communications with all public safety employees, citizens, and city departments.

Objectives:

- Respond to citizen and employee inquiries in a timely manner.
- Provide training related to litigation management to supervisors, managers and city council as necessary.

Goal 4

Crime Scene-Enhance evidence recovery during crime scene during crime scene investigations using improved methods.

- Acquire technology, train technicians and begin utilizing alternative light source.
- Enhance fingerprint development, improved discovery of body fluids and facilitate finding and recovery of trace evidence.

Goal 5

Crime Scene-Increase expertise of crime scene investigators through training.

- Provide 40 hours of outsourced training to each investigator, including training on decomposition of deceased persons.
- Provide 20 hours of in house training to each investigator.
- Provide one 8-hour training day per quarter for crime scene investigators.

Crime Scene-Develop a procedure manual of best practices in crime scene investigation

- Identify reference sources of best practices of other agencies.
- Determine by collaboration with crime scene investigators and detectives which practices are appropriate for the Mansfield Police Department.
- Assemble the manual.

Goal 6

Performance Objectives

- Provide effective and efficient public safety services to the citizens of Mansfield
- Provide effective and efficient grant procurement and management procedures
- Maintain open lines of communication with public safety employees, citizens, and departments

Public Safety Administration	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Population Increase	1.90%	0.86%	1.13%	1.26%
Calls for Service	45,317	61,001	64,749	70,348
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	196	197	198	204
Arrests	2,821	1,982	2,236	2,486
Operating budget	\$ 18,930,597	\$ 20,262,223	\$ 21,022,064	\$ 22,485,337
Productivity				
Average cost per Citizen	338.35	359.46	365.64	386.23
Department Budget Meetings	N/A	4	4	6
Effectiveness				
Department Turnover	0	0	0	0
Training Hours per Officer	150	100	100	100
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%

Measurable Outcomes:

- Acquire and maintain adequate staffing and equipment for public safety.
- Research, apply and manage local, state and federal grants.
- Maintain open lines of communication.
- Purchase Technology-alternate Light source.
- Increase expertise of crime scene investigators through training.
- Develop and implement best practices manual for crime scene investigators.

Public Safety Administration Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 293,062	\$ 482,079	\$ 490,817	1.81%
Operations	25,951	38,295	52,934	38.23%
Capital Projects				
Total	\$ 319,014	\$ 520,374	\$ 543,751	4.49%

Public Safety Administration Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Scene Director	0	1	1	
Crime Scene Technician	0	1	1	
Total	2	4	4	0

POLICE ADMINISTRATION

MISSION STATEMENT:

The mission of the Mansfield Police Department is to provide the highest level of service, in partnership with the community and to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Police Administration Department includes the Police Chief, two (2) commanders, one (1) Administrative Assistant, five and one-half (5.5) administrative staff and one (1) custodian to support the police division. The Administration Department budget increased by 8.52% due to a 3% merit adjustment, the transfer of one (1) custodian position from the Building Services Division and additional supply, fuel, utilities and technology costs.

Key Goals and Objectives

Goal 1

Continue to educate Police Department personnel on the Police Departments Vision, Mission and Core Values while facilitating the creation of Goals & Objectives which are in line with that mission.

Objectives:

- The Chief of Police will conduct meetings with personnel at all levels within the organization which focus on the meaning of our Vision, Mission and Core Values.
- The Chief of Police will meet with each new police department employee and introduce them to the Vision, Mission and Core Values of the organization.
- The Chief of Police will create signage, quick reference guides and update web based information which outlines the departments Vision, Mission and Core Values.

Goal 2

Develop a Records Management Policy.

Objectives:

- Designate a records manager who will be assigned the responsibility of

carrying out the records management program required by state law.

- Create a Records management Manual which will establish department guidelines on records retention, inactive records storage, vital and permanent records protection, forms management and disaster planning.
- Research various types of records storage solutions, such as electronic document imaging, micrographics and records storage centers to aid in planning for long term retention and storage needs.

Goal 3

- Manage the Alarm Permit program utilizing Public Education.

Objectives:

- Create and educational brochure to include in the permit packet both new and renewal information which would include tips on how to reduce false alarms.
- The Alarm Administrator will attend certain Community Resource Office (CRO) functions, such as National Night Out and the Citizens Police Academy classes as well as crime watch meetings to educate and

address any concerns and/or questions the citizens may have regarding alarm permit procedures.

- Utilize the city cable channel, e-newsletter and the city website to post educational material regarding proper management of residential and business alarm systems.

Performance Objectives

- Continue to educate Police Department personnel on the Department's Vision, Mission and Core Values
- Develop a Records Management Policy
- Manage the Alarm Permit Program utilizing public education

Police Administration	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Population Increase	1.90%	0.86%	1.13%	1.26%
Calls for Service	45,317	61,001	64,749	70,348
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	196	197	198	204
Arrests	2,821	1,982	2,236	2,486
Operating budget	\$ 18,930,597	\$ 20,262,223	\$ 21,022,064	\$ 22,485,337
Productivity				
Average cost per Citizen	338.35	359.46	365.64	386.23
Department Budget Meetings	N/A	4	4	6
Effectiveness				
Department Turnover	0	0	0	0
Training Hours per Officer	150	100	100	100
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%

Measurable Outcomes:

- The Chief of Police continues to educate the organization and the public regarding the Vision, Mission and Core Values of the department.
- Create Records Management Policy by September 30, 2013.
- Create and present educational material to the citizenry regarding alarm permit management in many different forums.

Police Administration Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 889,679	\$ 830,881	\$ 904,725	8.89%
Operations	335,860	389,236	419,346	7.74%
Capital Projects				
Total	\$ 1,225,540	\$ 1,220,117	\$ 1,324,071	8.52%

Police Administration Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Police Chief	1	1	1	
Commanders	2	2	2	
Administrative Assistant	1	1	1	
Property Technician	1	1	1	
Custodian	0	0	1	1
Administrative Support	5.5	4.5	4.5	
Total	10.5	9.5	10.5	1

COMMUNICATIONS

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Public Safety Communications Department includes the Communications Supervisor, one (1) radio systems manager, one (1) assistant radio systems manager and sixteen (16) dispatch positions. The communications department budget decreased 5.24% due to a 3% merit increase, overtime increases and increases related to the annual maintenance of the new P-25 upgrade.

Key Goals and Objectives

Goal 1

Realign positions to enhance efficiency within the division.

Objectives:

- Establish a traffic channel specifically for Motor Units and Commercial Vehicle Enforcement units.
- Promote three (3) shift supervisors (1 per shift) to bring the span of control in the division to a more manageable ratio.

Goal 2

Reduce data entry errors by 5%.

Objectives:

- Establish measureable record keeping/quality control of data that is entered and cleared into the Texas Law Enforcement Telecommunications System (TLETS) daily. This will give us the ability to address any problems from a recurring aspect and provide more training/instruction if needed.

- Address and correct records before they adversely affect the audit of our data that is performed by the State every three years.
- Utilize data from April 2012 to establish a baseline to measure future performance.

Goal 3

Renovation of the Communications Center to enhance the work environment and reduce noise during busy times.

Objectives:

- Based on available funding, install ergonomically designed furniture to allow for a more efficient work area where each position can be adjusted for optimum performance at individual stations.
- Based on available funding, install sound dampening measures to reduce background noise which would provide clearer radio communication especially during times of peak activity and emergencies.

Performance Objectives

- Realign positions to enhance efficiency within the Department
- Reduce Data Entry errors by 5 %
- Renovate Communications Center to enhance the work environment and reduce noise

Communications	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Calls for Service	55,280	57,159	62,232	67,755
911 calls for Service	35,528	22,318	25,007	30,230
Workload				
Calls for Service	55,280	57,159	62,232	67,755
Calls for Service per 8 hour shift	50.58	52	57	92
911 calls per 8 hour shift	32.45	20	23	28
Productivity				
Avg. Cost per Citizen	\$ 22.93	\$ 24.12	\$ 24.56	\$ 25.53
Average Staffing per Shift	4	4	4	4
Effectiveness				
Dispatched calls under 8 minutes	97%	95%	95%	95%
Percent of mandatory training	100%	100%	100%	100%

Measurable Outcomes:

- Realign positions to establish dedicated radio channels for operations.
- Promote three (3) shift supervisors enabling a more manageable span of radio control.
- Reduction of data entry errors by 5%.

Communications	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 1,263,822	\$ 1,315,124	\$ 1,369,542	4.14%
Operations	96,035	96,967	116,560	20.21%
Capital Projects				
Total	\$ 1,359,857	\$ 1,412,091	\$ 1,486,102	5.24%

Communications	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Radio Systems Mgr.	1	1	1	
Dispatchers	16.5	16	16	
Total	19.5	19	19	0

PATROL DEPARTMENT

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Police Patrol department includes the Patrol Commander, one (1) Captain (6) Sergeants, (5) corporals and thirty-six (36) patrol officers. The patrol department budget decreased 3.29% due to the transfer of five (5) positions to the Traffic Department and K-9 Departments within the Police Division.

Key Goals and Objectives

to have the ability to patrol these areas in an inconspicuous manner.

Goal 1

Reduce property crimes in retail areas of the city by 25% with a focus on the U.S. Highway 287 corridor which has seen a trend in thefts, vehicle burglaries and shoplifting.

Objectives:

- Coordination of the Citizens on Patrol (COPS) members, Citizens Police Academy Alumni Association (MCPAAA) volunteers and patrol resources (including bike patrol) to create a significant deterrent to the criminal elements at work in the area through active patrols.
- Provide officers with up to date data analysis information to ensure that they can most effectively focus their resources at the appropriate time and location as well as providing information to help them understand specific trends related to recent activity.
- Coordination with the Auto Theft Task Force to use bait vehicles, trackers and other tools for preventing crime and apprehending violators.
- Regular use of specially assigned patrol elements in non-marked vehicles and subdued uniform attire

Goal 2

Reduce auto/trailer theft and related crimes by 25% throughout the city.

Objectives:

- Provide every patrol officer with a minimum of 8 hours in formal training (classroom and/or field training) with the Auto Task Force in an effort to better educate officers on stolen vehicle recognition and resources.
- Regular use of crime data information to coordinate focused patrols in areas of regular offenses involving auto theft, trailer theft and wheel theft.
- Implementation of the tracker program (including training of patrol officers and dispatch) to effectively intercept actors involved in this type of activity.
- Use of public education to include department's message board to convey important preventative measures to the public, especially in those areas of repeated offenses involving vehicle thefts.

Goal 3

Increase the size of the Patrol Reserve Program by a minimum of five (5) officers.

Objectives:

- Advertise, recruit and test for reserve positions using the same standards outlined for full time officers.
- Coordinate Field Training Officer training with the patrol resources to

administer necessary core and field training of new reserve officers.

- Revise and update departmental general orders regarding the reserve unit.
- Create a regular schedule of reserve officers to coordinate supplemental assistance for patrol on most beneficial days, times and events.

Performance Objectives

- Reduce property crimes in retail areas of the city by 25%
- Reduce auto/trailer theft and related crimes by 25%
- Increase the size of the Patrol Reserve Program by a minimum of five officers

Patrol	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Calls for Service	45,317	46,175	49,869	47,225
911 calls for Service	27,873	18,030	18,048	23,865
Service Area	36.64	36.64	36.64	36.64
Workload				
Departmental Staffing	49	49	51	50
Departmental Budget	\$ 5,265,374	\$ 5,362,891	\$ 5,547,202	\$ 5,364,953
Traffic Citations	6,944	9,579	10,537	10,950
DWI Arrests	145	99	101	153
Accidents-Non-Injury	578	431	473	547
Accidents-Injury	173	290	364	362
Productivity				
Average Cost per citizen	\$ 94.11	\$ 95.14	\$ 96.48	\$ 92.15
Average Staffing per Shift	8	8	8	8
Patrol Officers per square mile	1.34	1.34	1.39	1.36
Effectiveness				
Calls Answered under 8 minutes	72%	75%	75%	75%
Turnover	0	2	3	3
Accidents-Injury	173	290	364	362

Measurable Outcomes:

- Reduce property crimes in retail areas along the U.S. Highway 287 corridor of the city by 25%.
- Reduce auto/trailer theft and related crimes by 25% throughout the city.
- Increase the size of the Patrol Reserve Program by a minimum of five (5) officers.

Patrol Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 4,677,578	\$ 4,920,115	\$ 4,786,185	-2.72%
Operations	685,313	627,087	578,768	-7.71%
Capital Projects				
Total	\$ 5,362,891	\$ 5,547,202	\$ 5,364,953	-3.29%

Patrol Full Time Equivilent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Patrol Commander	1	1	1	
Captain	1	1	1	
Patrol Sergeant	7	5	5	
Training Sergeant	1	1	1	
Patrol Corporals	0	4	5	1
Patrol Officers	35	34	36	2
Total	45	46	49	3

TRAFFIC

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Traffic Department is a new department developed to capture actual costs and performance measures of traffic enforcement and investigations within the city. The Traffic Department consists of one (1) traffic investigator and two (2) motor officers. The Traffic Department budget in FY 2012-2013 is \$391,655. The costs of the Traffic Department were previously budgeted in the Patrol Department.

Key Goals and Objectives

Goal 1

Reduce incidents of red light violations by 20% at high traffic volume intersections.

Objectives:

- Use of targeted enforcement and traffic details to focus efforts in areas of high volume/regular violations.
- Use of pre and post surveys to evaluate effectiveness of efforts.
- Use of message board to educate the public as to the dangers of red light running.

Goal 2

Increase the use of safety belts and child safety seats by 10% in the city.

Objectives:

- Use of targeted enforcement and traffic details to focus efforts in areas of regular violations.

Measurable Outcomes:

- Reduce incidents of red light violations by 20% at high traffic volume intersections.
- Increase the use of safety belts and child safety seats by 10% in the city.
- Refine the riding skills of assigned Motorcycle Unit members to enhance the safety of the officers and reduce liability.

- Use of pre and post surveys to evaluate effectiveness of efforts.
- Develop and distribute fliers to the public in an effort to educate the public regarding the dangers of not wearing safety belts as well as to provide them resources for safety belt and safety seat inspections.

Goal 3

Continue to refine the riding skills of assigned Motorcycle Unit members to enhance the safety of the officers and reduce liability.

Objectives:

- Participation by both motor officers at a minimum of three motorcycle training refresher events.
- Motor officers to attend at least on Police Motorcycle Rodeo to observe techniques deployed by the best riders in the state and nation along with exposure to any new equipment available that may assist them in the performance of their job functions.

COMMERCIAL VEHICLE ENFORCEMENT DEPARTMENT

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Commercial Vehicle Enforcement Department includes one (1) Sergeant and one (1) patrol officer. The Commercial Vehicle Enforcement budget did not increase in FY 2012-2013.

Key Goals and Objectives

Goal 1

Continuation “Targeted” and “Random” enforcement details to respond to Commercial Vehicle related issues in Mansfield and surrounding jurisdictions.

Objectives:

- Through the use of random and targeted safety inspections as outlined by the Federal Motor Carrier Safety Administration (FMCSA) and Texas DPS to ensure compliance with Federal and State safety law.
- Continued cooperation with outside Commercial Vehicle Enforcement (CVE) jurisdictions through the use of “Joint” details to build a network of CVE related contacts to assist in area wide compliance with Federal and State safety regulations. Mansfield CVE will participate in, or be a host to, a minimum of eight (8) Joint Targeted details in fiscal year 2012-2013 with our jurisdictional CVE partners.
- Conduct fair and un-biased contacts and inspections with Commercial Motor Vehicles (CMV) as outlined by the Memorandum of Understanding (MOU) that the City of Mansfield has agreed to with the Texas Department of Public Safety.

Goal 2

Expand current partnership for safety with the carrier industry (which began in FY 2011-2012) through the use of education programs to gain and maintain Federal compliance.

Objectives:

- Continue to provide a resource for local area trucking companies to contact for Commercial Vehicle related regulation issues. Assist in answering compliance questions, conducting inspections upon request, and conducting driver/compliance review training meetings to assist companies with coming into and maintaining compliance with Federal and State regulations.
- Facilitate at least one (1) large scale carrier “Meet and Greet” training in a town hall meeting format to build a relationship and understanding of FMCSA and Commercial Vehicle Safety Alliance (CVSA) safety objectives.
- Participate in at least eight (8) monthly DFW Safety Alliance meetings in an effort to build rapport with area transportation and safety entities.

Goal 3

Locate and apply for Federal and State Grants related to CMV enforcement to

facilitate conducting more random and targeted inspections.

Objectives:

- Locate and apply for at least one Federal/State grant for CVE related

equipment, including scales and CVE related tools and equipment.

- Locate and apply for at least one Federal/State “High Priority” grant to assist funding officer overtime to conduct increased roadside and targeted inspections.

Performance Objectives

- Expand current partnership for safety with the carrier industry through the use of education programs
- Conduct “Targeted” and “Random” details to maximize effective enforcement utilizing current staffing levels.
- Locate and apply for Federal and State grants

Commercial Vehicle Enforcement Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 199,044	\$ 206,452	\$ 208,088	0.79%
Operations	27,135	35,140	34,202	-2.67%
Capital Projects				
Total	\$ 226,179	\$ 241,592	\$ 242,290	0.29%

CVE Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Sergeant	0	1	1	
Patrol Officer	0	1	1	
Total	0	2	2	

Commercial Vehicle Enforcement	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Calls for Service		1,678	1,762	1,750
911 calls for Service		34	33	40
Service Area		36.64	36.64	36.64
Workload				
Deaprtment Staffing		2	2	2
Division Budget	\$	226,179	\$ 241,592	\$ 242,290
Arrests		14	15	24
Traffic Citations		629	1,321	998
DWI Arrests		0	0	4
Accidents-Non Injury		11	11	12
Accidents-Injury		5	5	3
Productivity				
Average Cost per citizen	\$	4.01	\$ 4.20	\$ 4.16
Officers per Square Mile		0.05	0.05	0.05
Effectiveness				
Contacts		1,129	1,341	1,600
Inspections		1,067	1,332	915
Infractions		2,984	3,096	2,568
Vehicles Placed out of Service		266	323	280
Weight Violations		109	93	85
Vehicles With No violations		269	224	255
Post Crash Inspections		17	18	18
Federal Citations issued		668	667	410
State Citations Issued		239	233	160
Accidents-Injury		5	5	3
Accidents-Fatality			5	1
Percent of Mandantory Training	100%	100%	100%	100%

Measurable Outcomes:

- Enforcement initiatives through “Targeted” and “Random” commercial vehicle enforcement details.
- Establish partnerships for safety with the carrier industry through educational programs.
- Apply for Federal and State grant funding for enforcement initiatives and equipment.

CRIMINAL INVESTIGATIONS

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Criminal Investigation department includes the Commander, Three (3) Sergeants, Victim Assistance Coordinator, ten (10) detectives and one (1) Crime Analyst. The CID budget increased 8.78% due to a 3% merit adjustment, crime lab cost increases, participation in the One Safe Place initiative, ammunition and other supply requirements.

Key Goals and Objectives

Goal 1

Meet all aspects of the changes to Article 64.01 of the Code of Criminal Procedure concerning storage and retention of DNA evidence by January 1, 2013.

Objectives:

- Secure approximately \$40,000 in funding through General Revenue, Capital Requests or grants for new storage requirements.
- Use funding to create a new refrigerated storage facility within the property room for DNA evidence.
- Complete installation of facility, training on its use and implement any necessary policy/procedure changes by January 1, 2013.

Goal 2

Improve the efficiency of sexual abuse and sexual assault investigations by assigning these type cases to more than one investigator so that the maximum number of open sexual assault and abuse cases per investigator is less than 15 at any time during the goal period.

Objectives:

- Cross train two (2) additional crimes against person's detectives in sexual abuse investigative techniques by

exposing them to training in the area of sexual assaults.

- Evaluate the number of open sexual abuse cases each of the crimes against persons detectives is currently investigating whenever assigning new investigations to ensure that each does not have more than 15.
- Once training has been conducted, create an on call sexual assault detective that will be available for consultations with the normal on call detective and patrol officers for sexual assault investigations.

Goal 3

Increase the case clearance rate by 5% in the Property Crimes Unit.

- Participate in any multi-agency programs focused on specific property crimes such as metal theft in the area.
- Continue the patrol CID intern program to educate and train all patrol officers in the rigors of investigating and filing cases with the District Attorney's office to facilitate successful investigations and prosecutions.
- Have the detectives work closely with the Crime Analyst Unit through weekly meetings to ensure that the unit continues to identify,

discover and develop new
techniques in solving

and preventing property crimes.

Performance Objectives

- Meet all aspects of changes to Article 64.01 of the Code of Criminal Procedure concerning storage and retention of DNA evidence
- Improve the efficiency of sexual abuse and sexual assault investigations
- Increase the case clearance rate by 5% in the Property Crimes Unit

CID	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Cases Assigned	3,503	2,765	3,132	3,132
Polygraphs	69	87	115	130
Workload				
Cases Assigned	3,503	2,765	3,132	3,132
Polygraphs	69	87	115	130
Cases Per Investigator	438	395	447	447
Productivity				
Average Cost per citizen	\$ 33.80	\$ 32.60	\$ 30.88	\$ 33.18
Cases Cleared	3,837	2,157	3,180	3,132
Cases Assigned Per Investigator	438	395	447	447
Effectiveness				
Average Cost per citizen	\$ 33.80	\$ 32.60	\$ 30.88	\$ 33.18
Percent of Cases Cleared	110%	100%	98%	98%
Polygraph Examinations	69	87	115	130

Measurable Outcomes:

- Meet all aspects of the changes to Article 64.01 of the Code of Criminal Procedure concerning storage and retention of DNA evidence by January 1, 2013.
- Improve the efficiency of sexual abuse and sexual assault investigations by assigning these type cases to more than one investigator so that the maximum number of open sexual assault and abuse cases per investigator is less than 15 at any time during the goal period.
- Increase the case clearance rate by 5% in the Property Crimes Unit.

Criminal Investigations Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,650,384	\$ 1,604,387	\$ 1,739,143	8.40%
Operations	146,516	171,218	192,409	12.38%
Capital Projects	145,710			
Total	\$ 1,942,610	\$ 1,775,605	\$ 1,931,552	8.78%

Criminal Investigations Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Commander	1	1	1	
Sergeant	2	3	3	
Detective	10	9	9	
Detective/Polygraph	1	1	1	
Victims Assistance	1	1	1	
Crime Analyst	0	1	1	
Total	15	16	16	

MUNICIPAL COURT

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Municipal Court department includes one (1) Municipal Judge, one court administrator, one bailiff and four (4) court clerks. Three (3) associate judges are funded on a contractual basis. The Municipal Court budget increased less than 1% in FY 2012-2013. One additional court clerk has been added but will be funded from the fee collected from Juvenile Case Management proceeds.

Key Goals and Objectives

Goal 1

Reduce the number of active warrants outstanding by a minimum of 10% over previous year operation.

Objectives:

- Actively provide Marshal Service with necessary information to clear warrants.
- Complete data entry more efficiently by daily management and oversight.

Goal 2

Reduce the time delay from violator default to warrant issuance by 10%.

Performance Objectives

- Reduce the number of active warrants outstanding by a minimum of 10% over previous year operation
- Reduce the time delay from violator default to warrant issuance by 10%
- Reduce wait time for citizens waiting to meet with the court clerk by 15%

Objectives:

- Improve technology through the use of software application and training.
- Provide documentation in a timelier manner to the municipal judge for review and issuance where appropriate.

Goal 3

Reduce the wait time for citizens waiting to meet with the court clerk by 15%

Objectives:

- Training of court clerks and streamlining of operations to expedite time spent with each citizen.
- Additional staff to assist with juvenile caseload and phone traffic.

Municipal Court	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Annual Arraignments	1,239	1,301	3,671	3,400
Monthly Court Schedule	15	22	23	25
Jury Trials	40	50	42	50
Workload				
Annual Court Dockets (Adults)	3,386	3,886	6,459	6,520
Annual court Dockets (Juveniles)	607	607	815	820
Warrants Issued	1,876	3,000	3,606	3,000
Productivity				
Warrants Cleared	2004	3000	1,850	2,400
Average Daily Arraignments	3.4	4	4	4
Effectiveness				
Percent of Warrants Cleared	107%	100%	52%	80%
Amnesty Proceeds	\$ 92,480	N/A	\$ 26,656	\$ 55,000

Measurable Outcomes:

- Increase court revenues by 10%
- Increase active warrant list by 10%.
- Reduce citizen complaints concerning time delays by a minimum of 15%.

Court	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 489,499	\$ 461,322	\$ 469,810	1.84%
Operations	63,435	94,906	91,917	-3.15%
Capital				
Projects				
Total	\$ 552,933	\$ 556,229	\$ 561,728	0.99%

Municipal Court	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	3	3	4	1
Baliff	1	1	1	
Total	6	6	7	1

CRIME PREVENTION & COMMUNITY RESOURCE

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Community Resource department includes two (2) community resource officers. The Community Resource department budget due to a decrease in Staffing costs due to the transfer of one (1) sergeant and related benefits to the criminal investigation department.

Key Goals and Objectives

Goal 1

Reduce motor vehicle burglaries in the retail districts by 25% through the use of innovative approaches to crime prevention and public education.

Objectives:

- Focus on the deployment of resources we have available to us, such as the observation tower, Citizens on Patrol (COPS), our message board and posters for businesses to place in areas where customers can be reminded to hide their property and lock their cars.
- Regular distribution of crime data to the COPS program members as well as working with the Crime Analyst to evaluate the best times and locations for directed patrols.
- Work with local business owners to evaluate security for customers and employees, and educate them on how they can increase their safety through environmental design. Meet with a minimum of five (5) businesses per month for these evaluations.

Goal 2

Increase the number of existing watch programs by 20% for neighborhoods and businesses.

Objectives:

- Proactively reach out to neighborhoods targeting areas of interest and provide them assistance in the development of new watch programs.
- Utilize technology to enhance communication and crime prevention efforts with the community by increasing participation in regularly updated crime data distribution sites such as our Police to Citizen (P2C), department website or social media (if permissible) sites such as Twitter or Nixie-like program.
- Distribute flyers and posters with information on how to start a watch program including who to contact, what to expect, how to organize and where to begin the process.

Goal 3

Present the “Every 15 minutes” teenage drinking and driving prevention program to students in the Mansfield Independent School District High Schools.

- Meet or confer with at least three (3) different police agencies that are currently using alternative programs to adequately assess our use of resources and financial commitment under the current program.

- Meet with school officials currently in charge of handling this type of event to assess their desire, commitment and allocation of resources to continue with the program.
- Consider and evaluate any other means by which we could assist this age group with education and alternatives to drinking and driving.

Performance Objectives

- Reduce motor vehicle burglaries in retail districts by 25%
- Increase number of existing watch programs by 20%
- Present the “Every 15 Minutes” Drinking and Driving Program to students in the MISD high schools

Community Resources	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
High Schools Serviced	2	2	5	6
Special Events	15	15	30	23
Citizen Police Academy Classes	1	1	1	1
Workload				
Community Programs Attended	99	99	96	157
Average Class-Citizen Academy	25	25	25	25
Children fingerprinted	80	215	150	45
Productivity				
Average Cost per citizen	\$ 5.65	\$ 5.41	\$ 6.04	\$ 4.02
Home Inspections	12	0	0	8
Effectiveness				
Percent of Scheduled Meetings A	100%	100%	100%	100%
Children fingerprinted	80	215	150	45

Measurable Outcomes:

- Reduction of motor vehicle burglaries by 25% in retail districts through education.
- Increase the crime watch program by 20% for neighborhoods and businesses.
- Present the “Every 15 Minute” program during the 2013 school year.

Community Resource	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 265,394	\$ 296,946	\$ 185,984	-37.37%
Operations	71,859	50,576	47,991	-5.11%
Capital				
Projects				
Total	\$ 337,253	\$ 347,522	\$ 233,975	-32.67%

Community Resources	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Community Resource Officers	3	2	2	
Total	3	2	2	

K-9 SERVICES

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The K-9 department increased significantly in FY 2012-2013 due to the expansion of the K-9 program to include one (1) additional officer transferred from the Patrol Department and additional expenses related to the care and maintenance of the additional canine unit that was donated at a value of \$12,000.

Key Goals and Objectives

Goal 1

Continue learning and become more proficient in emergency protocols for Canine injuries.

Objectives:

- Update the emergency field kits for the canine units to ensure that all available equipment needs are met.
- Each K-9 officer will work a shift at the vet clinic to learn or refresh any techniques (such as first aid, intubations and emergency medical procedures) with a minimum of four hours of direct training annually.
- Update policy relating to emergency protocols by September 30, 2013.

Goal 2

Support the newly formed Auto Theft Task Force and learn techniques that allow for the detection of stolen vehicles during routine contacts on traffic related incidents.

Objectives:

- Assist the Auto Theft Task Force at regular details and become more knowledgeable on where to find indicators on vehicles.

- Each handler to work at least two shifts per month with the Auto Theft Task Force Unit assisting with narcotics investigations.
- Each handler to train for a minimum of eight hours with the Auto Theft Task Force Unit allowing the officers from outside agencies, currently assigned to the unit, to become familiar with the K-9 units, their normal tendencies and what to expect out of animals during investigative related contacts.

Goal 3

Implement and complete final certification of new canine handler and dog.

- Completion of training and all certification requirements for the new handler and dog to be ready for use as a police dual purpose service dog that will provide the department with two (2) K-9 teams to work independent of one another.
- Weekly exposure to existing K-9 for familiarity and team work exercise.
- Relationship building with officers and those who may come into contact with the new K-9 through scheduled training as well as roll call appearances at all shifts.

Performance Objectives

- Continue learning and become more proficient in emergency protocols for canine injuries
- Support the newly-formed Auto Theft Task Force
- Implement and complete final certification of new canine handler and dog

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Special Services				
Demand				
Request for Assistance	76	31	71	55
Workload				
Building Searches	5	19	18	16
Assist other Agencies	17	18	14	28
Narcotic searches	47	31	27	45
Productivity				
Average Cost per citizen	\$ 0.29	\$ 0.12	\$ 0.15	\$ 3.63
Percent of Narcotic Finds	36%	20%	20%	20%
Effectiveness				
Percent of Narcotic Finds	36%	20%	51%	70%
Average Cost per citizen	\$ 0.29	\$ 0.12	\$ 0.15	\$ 3.63

Measurable Outcomes:

- Update and enhance emergency protocols and proficiency levels related to Canine injuries.
- Meet the training and shift requirements as outlined in Goal 2.
- Complete certification requirements of the new K-9 unit.

Special Services	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services			\$ 184,221	
Operations	6,677	8,608	26,985	213.48%
Capital				
Projects				
Total	\$ 6,677	\$ 8,608	\$ 211,206	2353.54%

K-9	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
K-9 Officer	1	1	2	1
Total	1	1	2	1

ANIMAL CARE AND CONTROL

MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

Department at a Glance

The Animal Control department budget increased 4.94% due to a 3% merit adjustment, market adjustments and increases in supplies. The Animal Control department consists of one (1) supervisor, three (3) officers, one (1) receptionist and one and one-half kennel technician positions.

Key Goals and Objectives

Goal 1

Enhance the current animal shelter volunteer program and increase the number of volunteers to at least 5 individuals.

Objectives:

- Recruit and train community volunteers to assist in the animal shelter as well as off-site adoption events.
- Coordinate with community volunteers to establish a strong fund raising effort to ensure adequate funding for veterinary care and spray/neuter procedures to increase the chances of pet adoptions.
- Update current policy regarding volunteer participation and training.

Goal 2

Increase specific “target area” patrols of documented problem areas regarding pets at large and noise complaints in an effort to decrease barking dog complaints and dog bite risks by 10%.

Objectives:

- Proactively patrol identified problem areas and make contact

with citizens to educate them about Animal Control ordinances and potential safety hazards.

- Coordinate with the office of the Crime Analyst to identify specific locations where repeat offenses occur or where recurring complaints are reported.
- Using existing personnel, along with volunteers, conduct surveillance operations, contact area residents and increase awareness in specific locations so that positive enforcement can be effectively enabled.

Goal 3

Increase city dog and cat license compliance by 3%

- Create off site city license locations on Saturday and Sunday.
- Partner with Community Resource Division to attend events and take advantage of group publication opportunities to educate citizens on the city license ordinance requirements.
- Partner with local veterinarians to educate clients on city license ordinance requirements.

Performance Objectives

- Enhance the current Animal Shelter Volunteer Program and increase the number of volunteers to at least five individuals
- Increase specific “target area” patrols
- Increase city dog and cat license compliance by 3%

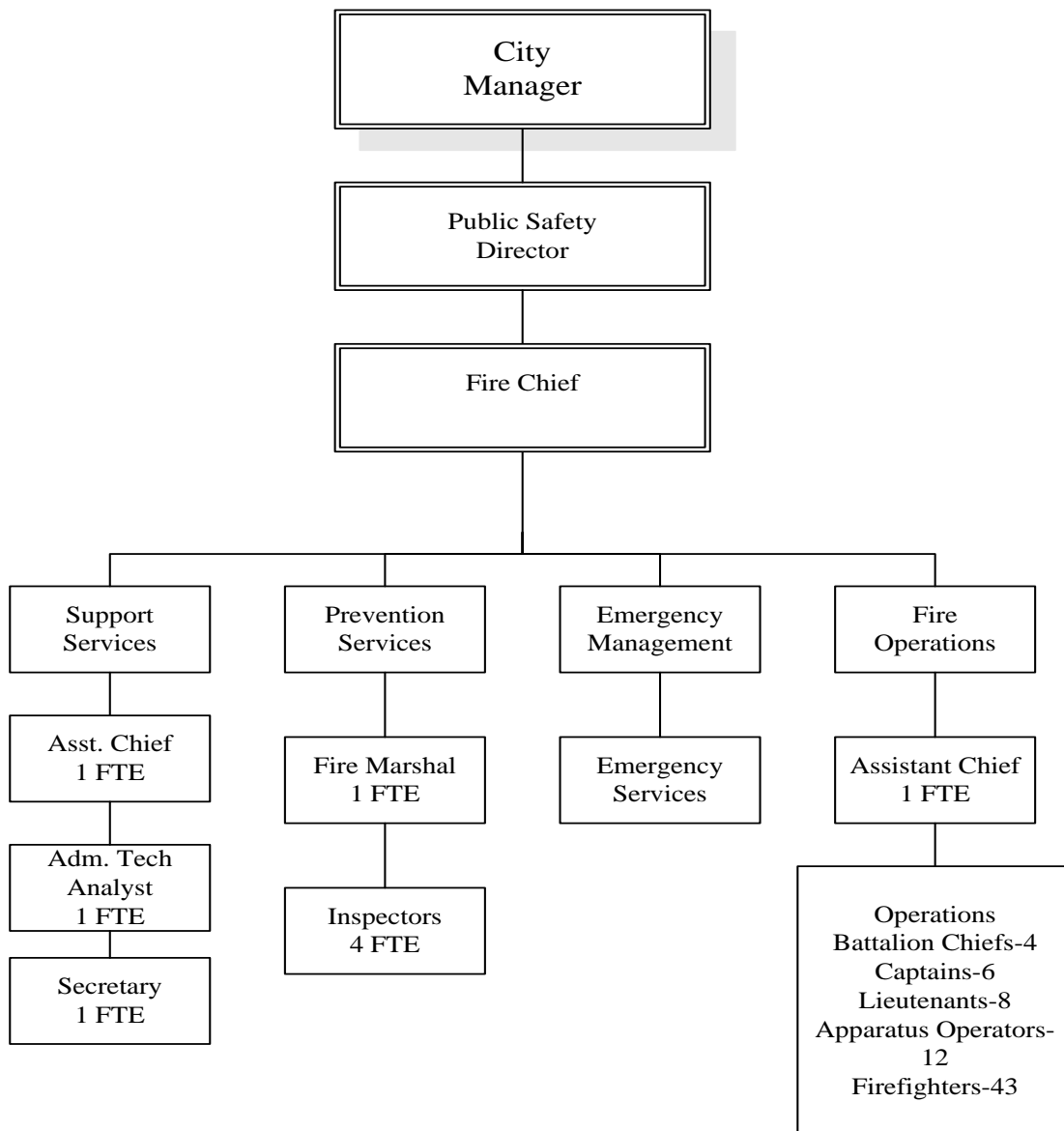
Animal Control	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Annual Service Calls	2,905	3,842	2,517	2,593
Animals Impounded	1,994	2,276	2,440	2,513
Workload				
Animals Impounded	1,994	2,276	2,440	2,513
Animals Reclaimed, Rescued etc	1,222	1,285	1,130	1,164
Animals Euthanized	722	790	793	817
Productivity				
Animals Adopted	615	475	517	533
Animal Control Deposits	\$ 72,188	\$ 52,137	\$ 51,000	\$ 51,000
Effectiveness				
Animals Adopted	615	475	517	533
Animals Impounded	1,994	2,276	2,440	2,513
Service Calls answered within 24 h	95%	95%	100%	100%
Animals Returned as %	61%	66%	68%	71%
Animals Euthanized as %	39%	34%	32%	29%

Measurable Outcomes:

- Update the volunteer program and increase the number of volunteers by 5 individuals.
- Through education, decrease barking dog complaints and dog bites risks by 10%.
- Increase city licensing requirements for dogs and cats by 3%.

Animal Control	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 319,700	\$ 331,814	\$ 351,609	5.97%
Operations	124,657	99,115	100,592	1.49%
Capital				
Projects				
Total	\$ 444,357	\$ 430,929	\$ 452,202	4.94%

Animal Control	2010-2011	2011-2012	2012-2013	2012-2013
	Budget	Budget	Budget	Additions
Animal Control Manager	1	1	1	
Animal Control Officers	3	3	3	
Kennel Technician	1.5	1.5	1.5	
Receptionist	1	1	1	
	6.5	6.5	6.5	



At a Glance

The Fire Division Highlights

- ❑ The Fire Division is projected to transport 2,004 patients in FY 2012-2013.
- ❑ 90% of the time calls for service are answered within 8 minutes.
- ❑ 100% of mandatory training is provided.
- ❑ 7,316 calls for service are projected in FY 2012-2013

FIRE ADMINISTRATIVE SERVICES

MISSION STATEMENT:

The mission of the Mansfield Fire Rescue Administrative Services is to coordinate all departments within the Mansfield Fire Rescue to provide the safest and most cost effective operations for both citizens and employees and to provide teamwork with other city departments.

Department at a Glance

The Fire Administration department increased by 4.26%% due to a 3% merit increase and increases in supplies and utility costs. The Fire Administration department consists of the Fire Chief, Assistant Fire Chief, Secretary and Administrative Services Coordinator.

Key Goals and Objectives

Goal 1

Protect the citizens and visitors from natural or man-made hazards.

Objectives:

- Enhance our communications/dispatch procedures to maintain and increase our response times resulting in at least 80% of emergency calls within eight (8) minutes
- Provide reliable quality equipment and replacing older technology for all emergency equipment and fire stations.
- Update our department's website to provide current information keeping our citizens informed of fire safety programs and weather related information.

Goal 2

Protect our staff from Line of Duty Hazards

Objectives:

- Maintain our equipment replacement program for bunker gear, SCBA, Thermal Imaging

Cameras and other safety related gear.

- Complete the installation of the Opticom System for emergency control of traffic lights.
- Provide for a new position to research and apply for all possible grant funding, coordinate maintenance, station supply and uniform/PPE needs of all fire personnel.

Goal 3

Protect the City of Mansfield from liability.

Objectives:

- Maintain a high level of quality operations and ensure staff adheres to current State of Texas and NFPA standards and departmental guidelines.
- Hire existing vacancies, provide enhanced fir officer training and promote quality Fire Division employees.
- Update the department guidelines addressing tactical and administrative procedures to meet today's requirements.

Performance Objectives

- Protect the citizens from hazards.
- Protect the Public Safety staff and City staff from hazards.
- Protect the city from liability

Fire Administration	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Population Increase	5.5%	1.6%	1.2%	1.0%
Fire Division Staff	81	81	83	83
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Patients Seen	2,978	2,662	2,850	3,006
Patients Transported	1,977	1,955	1,995	2,004
Information Tech Support Calls	74	80	95	103
Facilities Maintained	4	4	4	4
Productivity				
Average cost per Citizen	\$ 8.57	\$ 11.36	\$ 12.53	\$ 12.53
FTE per Capita	1.22	1.20	1.29	1.31
Effectiveness				
Average Transport Time to Hospital	8.21 Minutes	10.96 Minutes	9.85 Minutes	9.5 Minutes
Ambulance Billing (annual)	\$ 519,184	\$ 558,726	\$ 475,000	\$ 600,000

Measurable Outcomes:

- Protect the citizens and visitors from natural or man-made hazards.
- Protect our staff from Line of Duty Hazards
- Protect the City of Mansfield from liability.

Fire Administration	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 458,825	\$ 473,070	\$ 489,416	3.46%
Operations	201,604	247,555	261,882	5.79%
Capital Projects				
Total	\$ 660,429	\$ 720,624	\$ 751,298	4.26%

Fire Administration	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Fire Chief	1	1	1	
Assistant Fire Chief	1	1	1	
Administrative/Technical Services	1	1	1	
Secretary	1	1	1	
Total	4	4	4	

FIRE PREVENTION

MISSION STATEMENT:

The mission of the Mansfield Fire Department Prevention department is to reduce the risk and effects of fire in the community, protect the existing tax base, protect the existing job market, enforce laws relating to fire and life safety issues and support the efforts of other city departments.

Department at a Glance

The Fire Prevention department budget decreased 5.31% in FY 2012-2013 due to the transfer of one (1) full-time inspector position to Fire Operations. The department consists of the Fire Marshal and four (4) Fire Inspectors. The general responsibilities include public education, fire inspection, fire investigation, gas well inspections and emergency management.

Key Goals and Objectives

Goal 1

Increase the Prevention Department staffing.

Objectives:

- Hire a replacement inspector to handle and address life safety issues within the City.
- Continue to monitor existing and proposed gas well activities within the city to ensure safety compliance.

Goal 2

Continue to provide current department staff with advanced training opportunities.

Objectives:

- Provide continuing education opportunities for current Arson and Fire Investigators to maintain and enhance certifications.
- Provide continuing education and training in all facets of fire

prevention including public education, fire and arson investigation, inspections and plan reviews in order to provide better services to the citizens and customers of the City.

Goal 3

Streamline Fire Prevention Activities.

Objectives:

- Adoption of the 2012 International Fire Code and Local Amendments.
- Enhance the process of fire safety inspections to maintain annual inspections of all businesses within the city and enhance plan review and permitting processes to provide improved customer service.
- Cross Train staff members in all areas of duties and responsibilities allowing for better support of citizens, business owners, developers and other city staff.

Performance Objectives

- Increase public education.
- Develop and implement a company inspection program.
- Increase the number of annual inspections.

Fire Prevention	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Inspections	1,998	2,305	2,850	3,200
Alarm Inspections			725	800
Fires Investigated	71	48	55	60
Workload				
Gas Well Inspections	355	502	1,200	1,200
Plan reviews	241	176	352	378
Certificate of Occupancy Requested	432	382	395	395
Productivity				
Avg. Cost per Citizen	\$ 7.80	\$ 7.68	\$ 7.89	\$ 7.89
Citizen Attendance of Classes	18,550	27,171	25,500	25,500
Effectiveness				
Fire deaths	0	0	0	0
ISO Rating	2	2	2	2

Measurable Outcomes:

- Increase the Prevention Department staffing.
- Continue to provide current department staff with advanced training opportunities.
- Streamline Fire Prevention Activities.

Fire Prevention	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 461,503	\$ 600,900	\$ 545,421	-9.23%
Operations	62,100	60,247	80,596	33.78%
Capital	27,788			
Projects				
Total	\$ 551,391	\$ 661,148	\$ 626,018	-5.31%

Fire Prevention	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Additions	Additions
Fire Marshal	1	1	1	
Fire Inspector	3	5	4	-1
Total	4	6	5	-1

EMERGENCY MANAGEMENT

MISSION STATEMENT:

The Office of Emergency Management shall coordinate all Emergency Management and Homeland Security activities to protect the citizens, employees and visitors of the City of Mansfield. The OEM shall plan, prepare, respond to and recover from man-made and natural disasters and conduct mitigation activities to lessen the likelihood or impact of a disaster.

Department at a Glance

The Emergency Department budget increased 4.35% in FY 2012-2013 due to increases in training and publications. No staff is assigned full-time to this department. The duties of the Emergency Management Coordinator are currently being filled by the Assistant Fire Chief.

Key Goals and Objectives

Goal 1

Maintain the requirements for Planning, Training and Exercises as set forth by the Texas Division of Emergency Management.

Objectives:

- Utilize local special events as exercises and training opportunities.
- Achieve Intermediate level for Training and Exercises.
- Attend Texas Department of Emergency Management conferences.
- Participate in regional exercises.
- Upgrade EOC including communications and display capabilities.

Goal 2

Continue to improve community notification, interaction and public education.

Objectives:

- Continue to establish citizen registration on Code Red and weather warning systems and

expand CODE RED capabilities by creating a larger bank of minutes.

- Meet with local civic groups, schools and other organizations to present information related to emergency management.
- Achieve Storm Ready Certification from the National Weather Service.
- Encourage the use of Weather Warning Receivers at assembly areas.
- Partner with Ham Radio Operators for back-up communications ability.

Goal 3

Actively pursue alternative funding methods to improve the community's ability to prepare for, respond to and recover from natural and man-made hazards.

Objectives:

- Continue to work on Homeland Security, Terrorism Prevention and Urban Area Security Initiative and Commercial Equipment Direct Assistance Program Grants.
- Apply for Pre-Disaster Mitigation Grants, Hazard Mitigation Grants and Flood Mitigation Grants where appropriate.

Performance Measures

- Complete Emergency Management Exercises.
- Continue to active the EOC during severe weather alerts.

Emergency Management	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Diaster Declarations	3	2	0	2
Code Red notification launches	15	10	10	15
Weather Warning Notification Launch	108	100	95	100
Workload				
Exercises Participated	3	3	2	2
Emergency Management Plan Update	12	24	12	6
Productivity				
Average Cost per citizen	\$ 0.44	\$ 0.54	\$ 0.56	\$ 0.55
EOC Activations	10	10	8	12
Effectiveness				
Severe Weather deaths	0	0	0	0

Measurable Outcomes:

- Maintain the requirements for Planning, Training and Exercises as set forth by the Texas Division of Emergency Management.
- Continue to improve community notification, interaction and public education.
- Actively pursue alternative funding methods to improve the community's ability to prepare for, respond to and recover from natural and man-made hazards.

Emergency Management Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 39	\$ 2,000	\$ 2,000	0.00%
Operations	26,852	28,283	29,599	4.65%
Capital Projects				
Total	\$ 26,890	\$ 30,283	\$ 31,599	4.35%

FIRE OPERATIONS AND TRAINING

MISSION STATEMENT:

The mission of the Mansfield Operations department is to provide the citizens of Mansfield, TX with fire suppression, technical rescue and emergency medical services at and above the level required by all regulatory agencies governing this profession and the national consensus standards which indicate best practices for the fire service industry. All objectives are aimed at achieving life safety and property conservation to the fullest extent that is humanly possible.

The mission of the Training Department is to provide as safe and constructive training environment for firefighters as is possible through modern technology; to encourage the development of curriculum and instruction for imparting knowledge of modern, improved and cutting edge methods of firefighting, prevention, emergency medical services and rescue technology; to place members on a higher plane of skill and efficiency as well as cultivate friendship and fellowship among our firefighters.

Department at a Glance

The Operations and Training department includes the Assistant Fire Chief-Operations, three (3) Battalion Chiefs, one (1) training Battalion Chief, six (6) Captains, eight (8) lieutenants, twelve (12) Apparatus Operators and (43) Firefighters. The Fire Operations and Training Department budget increased 10.37% due to a 3% merit increase, market adjustments, increased estimated overtime costs, fuel, annual maintenance contract costs, supply costs and vehicle maintenance costs.

Key Goals and Objectives

- Reduce mandatory overtime by hiring current vacancies that exist.

Goal 1

Retain existing personnel, hire seven (7) frozen firefighter positions to and hire additional firefighter positions to fill existing vacancies.

Objectives:

- Implement market adjustments for staff whenever possible.
- Direct officers to promote a happy, healthy and positive work environment.
- Direct officers to maintain discipline and accountability.
- Increasing minimum staffing from 19 per day to 21 per day will allow for a staffing of one (1) ambulance at Station #4.

Goal 2

Purchase new equipment including brush truck, lifepak units and swift water airboat and complete facility improvements.

Objectives:

- Seek funding through the city operational budget and grant funding for such purposes.
- Purchase additional Ambulance to provide ambulance service from Fire Station #4.
- Remodel Fire Station #2 to accommodate additional staff and equipment.

Goal 3

Begin the development of an Officer Training Academy for newly promoted officers.

Objectives:

- Utilize the training curriculum resources at hand as well as

developed material pertinent to the City of Mansfield.

- Instructors to be provided from within the department as well as outside agencies.
- Provide the needed training for overall performance as an officer in a management position.

Performance Objectives

- Provide a high level of fire and EMS service
- Upgrade and expand departmental training.
- Improve communication and decrease response times

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Fire Operations				
Demand				
Calls for Service	7,103	7,084	7,110	7,316
Calls for EMS Service	3,009	2,903	3,100	3,182
Structure Fires	110	92	90	96
Workload				
Patients Seen	2,978	2,662	2,810	2,979
Patients Transported	1,977	1,955	2,084	2,209
Minimum Staffing per Day	19	19	19	21
Mutual Aid Given	154	254	218	235
Fleet Maintained	27	27	27	27
Average Ambulances Staffed per Day	3	3	3	3
Productivity				
Average Cost per citizen	\$ 121.44	\$ 121.78	\$ 129.68	\$ 138.93
FTE per Capita	1.10	1.20	1.24	1.31
Effectiveness				
Calls Answered under 8 minutes	84%	83%	88%	90%
Fire Deaths	0	0	0	0
Total Dollar Loss-Fire	\$ 1,435,451			
Total Dollars Saved	\$ 16,679,601	\$ 6,196,110	\$ 19,246,620	\$ 18,655,300
Mandatory Training Provided	Over 100%	Over 100%	Over 100%	Over 100%

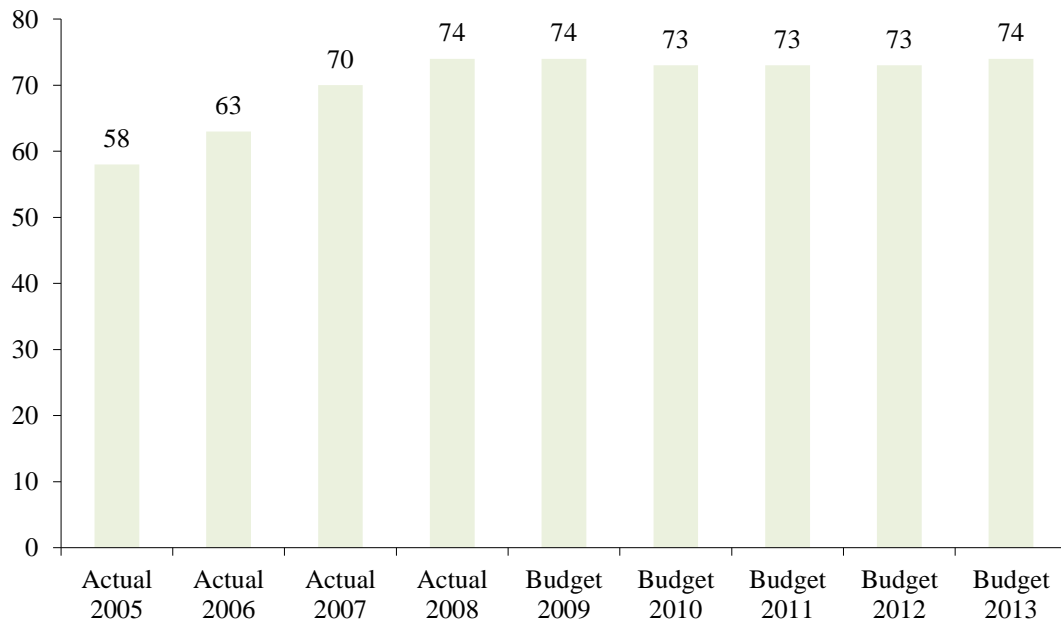
Measurable Outcomes:

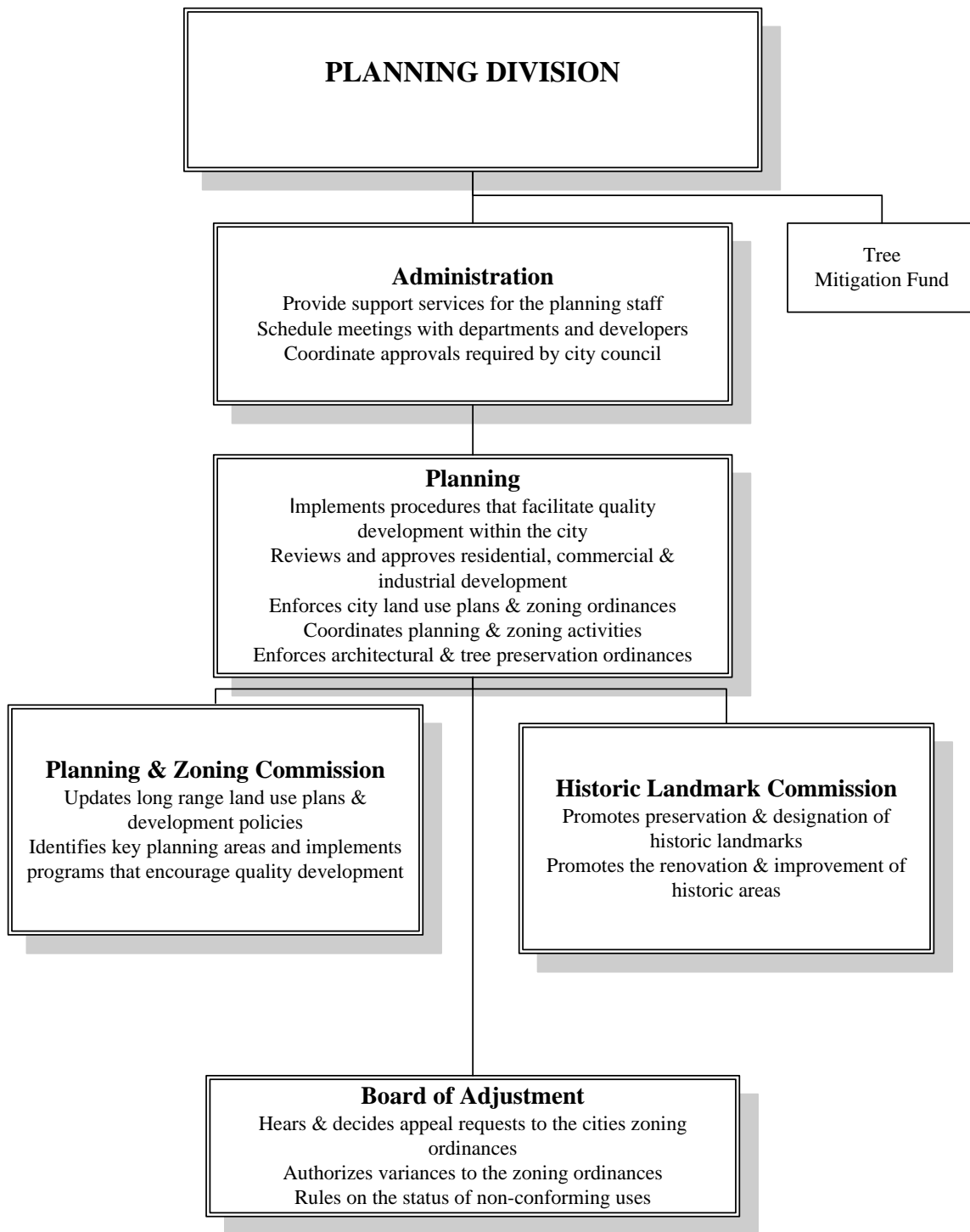
- Retain existing personnel, hire seven (7) frozen firefighter positions to and hire additional firefighter positions to fill existing vacancies.
- Purchase new equipment including brush truck, lifepak units and swift water airboat and complete facility improvements.

Fire Operations Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 6,692,544	\$ 6,956,945	\$ 7,563,703	8.72%
Operations	553,657	592,796	769,236	29.76%
Capital Projects				
Total	\$ 7,246,202	\$ 7,549,741	\$ 8,332,938	10.37%

Fire Operations Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Additions	2012-2013 Additions
Assistant Fire Chief	0	1	1	
Battalion Chiefs	3	4	4	
Training Captain	0	2	1	-1
Captains	4	6	6	
Lieutenants	6	6	7	1
Apparatus Operator	12	12	13	1
Firefighter	48	42	42	
Total	73	73	74	1

Historical Staffing Levels





DIVISION AT A GLANCE

PLANNING DIVISION

Budget Summary

The Planning & Development Division includes the Planning Department, Planning & Zoning, Historic Landmark Commission, Board of Adjustment and the Tree Mitigation Fund. The Tree Mitigation Fund summary will be found in the Special Revenue Funds section of the budget. Several boards and commissions operations are funded through this division including the Planning & Zoning commission, consisting of a seven (7) member board, the Historic Landmark Commission consisting of a six (6) member board and the Board of Adjustment consisting of a (5) member board. The Planning Division budget increased 3.73% due to a 3% merit adjustment.

Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Planning	\$ 676,303	\$ 730,649	\$ 758,439	3.80%
Planning & Zoning	6,337	6,842	6,842	0.00%
Historic Landmark	343	4,261	4,261	0.00%
Board of Adjustment	1,616	3,089	3,089	0.00%
Total	\$ 684,599	\$ 744,842	\$ 772,631	3.73%

Division Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 650,400	\$ 696,267	\$ 726,277	4.31%
Operations	34,199	48,575	46,355	-4.57%
Capital Projects				
Total	\$ 684,599	\$ 744,842	\$ 772,631	3.73%

Planning Division Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Director of Planning	1	1	1	
Planners	3	3	3	
Secretary	1	1	1	
Landscape Administrator*	1	1	1	
Planning Technician	1	0	0	
Gas Well Inspector	0	1	1	
Total	7	7	7	0

*Landscape Administrator is funded from Tree Mitigation Proceeds.

PLANNING ADMINISTRATION

MISSION STATEMENT:

The mission of the Planning Administration department is to enhance the quality of life for the citizens of Mansfield by encouraging quality growth, development, redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls and historic preservation.

Department at a Glance

The Planning Administration department includes the Director of Planning, Secretary, Three (3) Planners, Gas Well Inspector and Landscape Administrator. The Planning Administration budget increased due to a 3% salary adjustment.

Key Goals and Objectives

Goal 1

Provide professional, administrative and technical planning services.

Objectives:

- Provide planning services to City Council, Planning & Zoning Commission and the citizens of Mansfield.
- Prepare and publish notices, agendas and minutes for the Planning & zoning Commission, Zoning board of Adjustment and Historic Landmark Commission.
- Prepare staff reports to the City Council, Planning and Zoning Commission, Zoning Board of Adjustment and Historic Landmark Commission.

Goal 2

Improve the development application processes, procedures, coordination and communication.

Objectives:

- Examine current application forms, processes and procedures.
- Define and introduce specific service delivery improvements.

- Provide a streamlined development review process.

Goal 3

Implement the City's development plans and ordinances.

Objectives:

- Recommend plans, projects and amendments to the city's development ordinances to improve the quality of development.
- Provide assistance and education to developers and citizens on the City's development regulations.
- Promote redevelopment of the older parts of Mansfield through planning and financing efforts.

Goal 4

Inspect and provide reports on all gas well activity within the City of Mansfield.

Objectives:

- Inspect all gas well sites at least one time per month
- Ensure gas well regulations and ordinances are followed on all drilling sites.
- Provide regular reports and respond to any emergency situations that may develop.

Performance Objectives

- Provide professional, administrative and technical planning services.
- Improve development processes, procedures, coordination and communications.
- Implement the City's development plans and ordinances.
- Regular inspect all gas well activity within the city.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Planning				
Demand				
Departments	5	7	7	7
Informational Requests	8,560	8,560	8,760	8,760
Rezoning Requests	16	10	9	13
Residential Lots Platted	316	60	184	569
Gas Wells	161	179	193	217
Workload				
Gas Well Inspections per Week	15	15	15	15
Meetings Attended	74	89	71	120
Commercial Acres Platted	51	54	33	50
Planning & Zoning Meetings	20	24	17	24
Zoning amendments proposed	1	1	3	3
Productivity				
Agendas prepared	25	27	25	48
Informational Requests	8,560	8,560	8,760	8,760
Land Use Plans Adopted	0	0	1	0
Plats Approved within 30 days	100%	100%	100%	100%
Effectiveness				
Informational requests processed	8,560	8,560	8,760	8,760
Plats Approved within 30 days	100%	100%	100%	100%

Measurable Outcomes:

- All plats have been approved within 30 days and are expected to continue in FY 2012-2013.
- All gas wells will be inspected a minimum of once per month.
- Regular gas well activity reports will be available to staff and citizens via the City of Mansfield website.

PLANNING AND ZONING COMMISSION

MISSION STATEMENT:

The mission of the Planning and Zoning Commission is to continuously provide updated comprehensive Future Land Use Plans and to exercise control over subdivision of land and to advise City Council on matters related to zoning and impact fees.

Department at a Glance

The Planning & Commission budget did not increase in FY 2012-2013. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

Key Goals and Objectives

Goal 1

Identify key planning areas within the City of Mansfield and implement programs that encourage quality development and enhance property values.

Objectives:

- Conduct periodic review of problems, complaints, concerns and questions about local zoning and development policies and make recommendations regarding appropriate changes to current policies.
- Carry out studies and public hearings for zoning changes and amendments requested by the City Council and identified by staff.
- Conduct changes in Land Use categories and development trends and make recommendations regarding proper changes to local codes and fees.

Goal 2

Update long range plans and develop long range policies.

Objectives:

- Update the Future Land Use Plan, Thoroughfare Plan, Water & Sewer Plan and Subdivision Ordinances to reflect the changing residential and commercial development areas in and around the City of Mansfield.
- Amend the zoning regulations, set back regulations and tree regulations to comply with Future Land Use
- Review the Capital Improvements Plans and Impact Fee Analysis and recommend any changes to City Council.

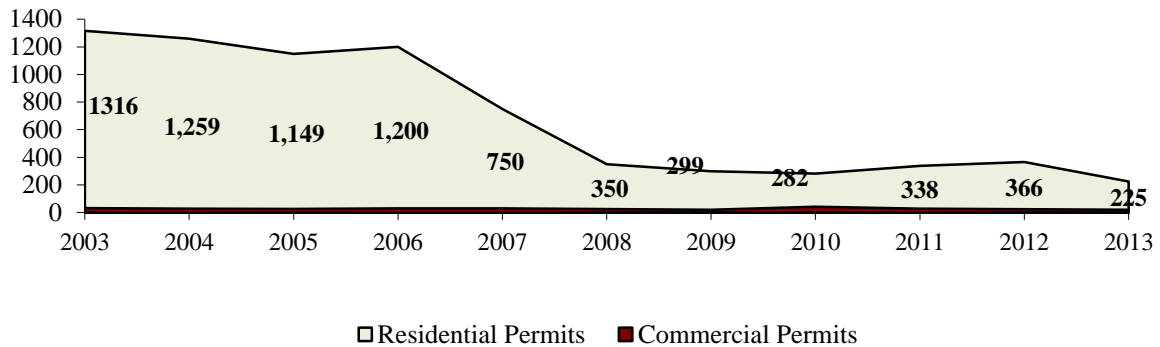
Goal 3

Ensure new development areas comply with existing development guidelines.

- Ensure adequate green space and open space are included based on consultant recommendations.
- Ensure landscape areas comply with existing regulations.

Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures

Historical Permit Activity



HISTORIC LANDMARK COMMISSION

MISSION STATEMENT:

The mission of the Historic Landmark Commission is to promote the restoration and preservation of the City of Mansfield's valuable heritage and historic resources.

Department at a Glance

The Historic Landmark Commission budget did not increase in FY 2012-2013. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

Key Goals and Objectives

Goal 1

Promote the preservation and designation of historic landmarks.

Objectives:

- Set priorities for implementation of goals and objectives identified in the Historic Preservation Plan.
- Review nominations of properties that are submitted to the City of Mansfield or State of Texas for designation as recorded historic landmarks.
- Provide training to members of the commission related to the promotion and review of historic landmarks.
- Apply for state and federal grants.

Goal 2

Promote the renovation and improvement of the Historic downtown area.

Objectives:

- Encourage private property and business owners to preserve and restore historic landmarks within the downtown area.
- Evaluate proposed restoration work on historic landmarks to ensure compliance with the design guidelines for downtown Mansfield.

Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures.

BOARD OF ADJUSTMENT

MISSION STATEMENT:

The mission of the Board of Adjustment is to hear appeals and requests for variances related to the implementation of the City of Mansfield Zoning Ordinance.

Department at a Glance

The Board of Adjustment budget did not increase in FY 2012-2013. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the board meetings.

Key Goals and Objectives

Goal 1

Ensure fair and equitable implementation of the City of Mansfield's zoning policies and act in the best interest of the community consistent with the spirit and the intent of the Zoning ordinance.

Objectives:

- Hear and decide appeals when it is alleged that there is an error in any order, requirement, decision or determination made by the zoning administrative official in

enforcement of the Zoning Ordinance.

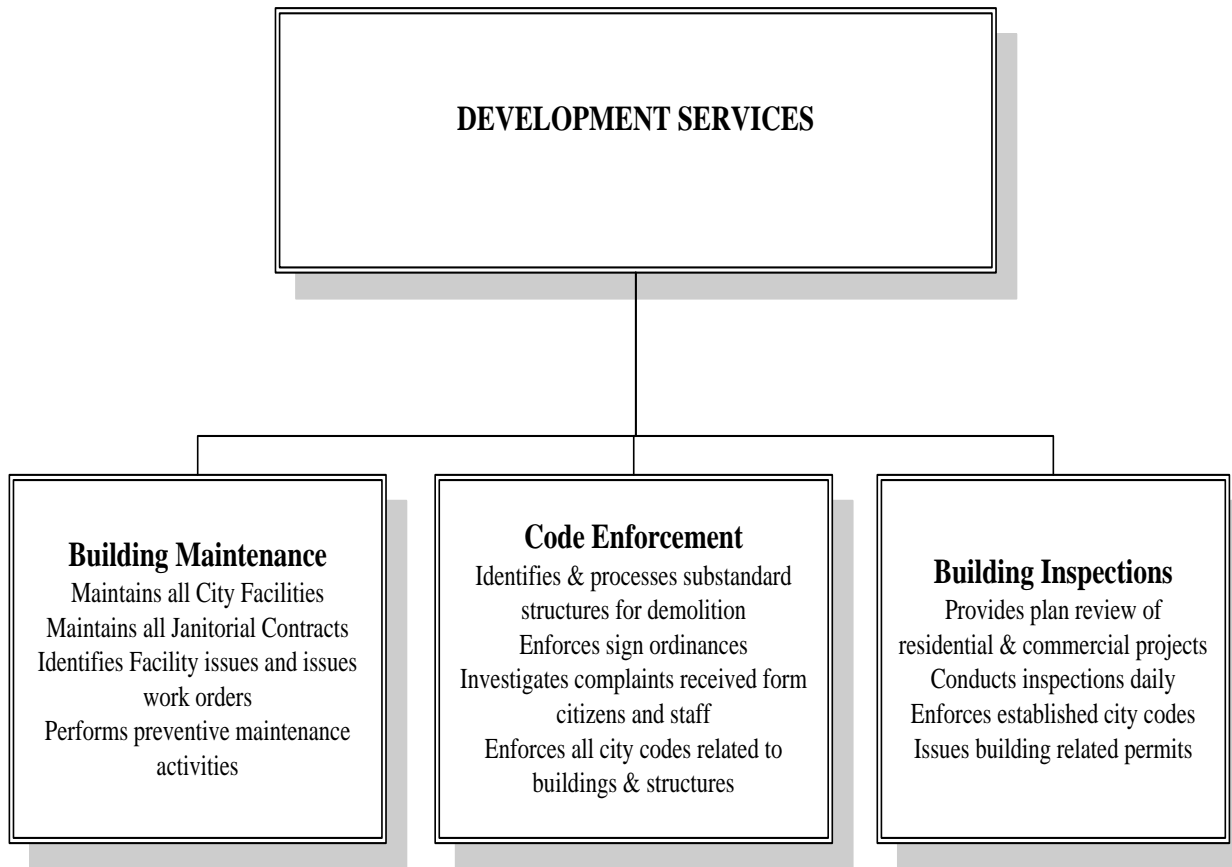
- Authorize upon appeal variances from the provisions of the zoning ordinance that will not be contrary to the public interest where owing special conditions of a literal enforcement of the provisions will result in unnecessary hardships.
- Rule on the status of questionable non-conforming uses.

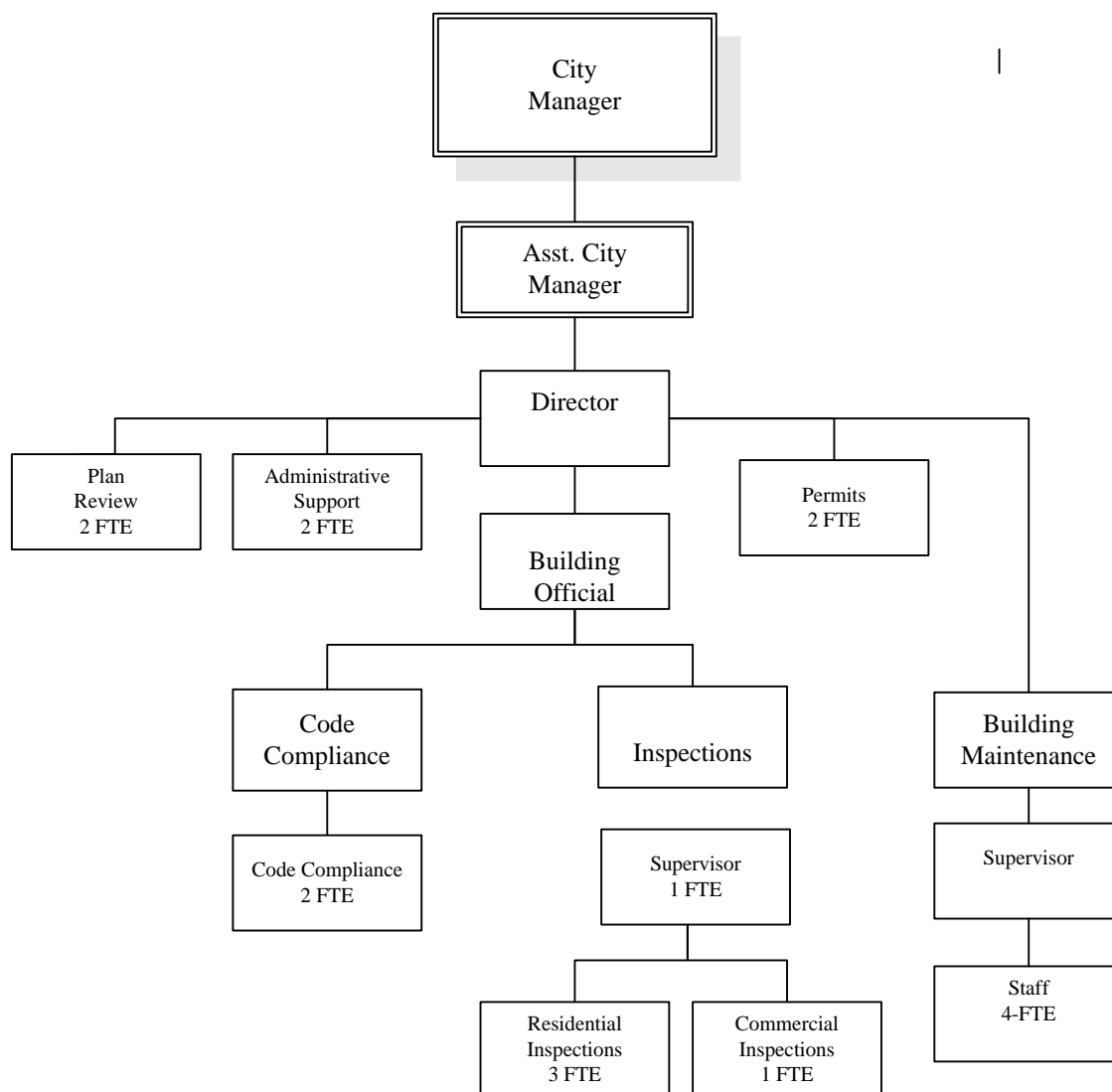
Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures.

Do You Know?



In 2012, the City added 36 new commercial properties valued at \$33,360,597





At a Glance

The Building Division Highlights

- ☐ Residential building permit applications for FY 2012-2013 are estimated to be 225
- ☐ 378 residential and commercial permits were issued in FY 2011-2012
- ☐ Inspection requests are answered within 5 business days.

DIVISION AT A GLANCE

DEVELOPMENT SERVICES DIVISION

Budget Summary

The Building Services Division includes Code Enforcement, Building Inspections and Building Maintenance. The staff enforces both code and inspection requirements throughout the city. The Building Services Division budget increased 3.26% due to a 3% merit increases and additional utility costs in the building maintenance department.

Building Services Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Operations	\$ 1,402,785	\$ 1,322,145	\$ 1,362,522	3.05%
Building Maintenance	1,014,109	1,042,620	1,079,338	3.52%
Total	\$ 2,416,895	\$ 2,364,765	\$ 2,441,861	3.26%

Division Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,721,226	\$ 1,660,957	\$ 1,639,988	-1.26%
Operations	695,669	703,807	801,872	13.93%
Capital Projects				
Total	\$ 2,416,895	\$ 2,364,765	\$ 2,441,861	3.26%

Building Services Full Time Equivilent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Building Official	1	1	1	
Enforcement Supervisor	1	1	1	
Code Compliance Inspector	1	1	1	
Secretary	1	1	1	
Senior Permit Technician	1	1	1	
Senior Plans Examiner	1	1	1	
Enforcement Officers	2	2	2	
Asstistant Building Official	1	1	1	
Building Inspectors	7	5	5	
Clerk	1	1	1	
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	3	3	3	
Custodians	2	2	1	-1
Total	23	21	20	-1

BUILDING SERVICES

MISSION STATEMENT:

The mission of the Building Services Division is to ensure the safe and lawful use of buildings and properties by enforcing building and construction codes which safeguard each citizen's health, property and welfare by facilitating complaint development with integrity, efficiency and professionalism. The City of Mansfield Development Services is committed to becoming a premier municipal building organization dedicating to enhancing the quality of life for all Mansfield citizens and making our city safer. We are committed to improving performance and developing procedures that are streamlined, understandable and transparent.

Department at a Glance

The Building Division budget includes the building official, enforcement supervisor, code compliance inspector, administrative assistant, senior permit technician, plans examiner, two (2) code enforcement officers, assistant building official, five (5) building inspectors and one clerk.

Key Goals and Objectives

Goal 1

Work with parties (design professionals, developers and city staff) involved in the development and revitalization of structures within the city to enhance and improve as needed our process to promote development and ensure safe and habitable buildings.

Objectives:

- Continue to work with various city departments and be proactive in identifying development hindrances and work with the development team to find solutions.
- Meet with the development team as often as needed to promote a smooth transition for issuance of a building permit.
- Review preliminary design assumptions.
- Maintain aesthetics of properties within the city limits through the use of proactive educational approach to code enforcement with the emphasis on main city streets that will invite people to shop, visit and reside in the city.
- Utilize consistent, fair and equitable approach to code enforcement and

encourage voluntary compliance with ordinance violations.

- Code enforcement staff will continue volunteering efforts, participate in community events and support programs to provide excellence in service and positive interaction within the community.

Goal 2

Develop and build a competent staff.

Objectives:

- Develop a set of written and organized standard operational guidelines to ensure competency, consistency and efficiency in our work force and operation.
- Review and update existing departmental policies and procedures developing new ones as needed.
- Develop cross training for personnel to broaden scope of services to the community thus improving customer service by providing quick and reliable inspection services.
- Pursue educational opportunities for staff to grow in the profession.
- Have weekly/monthly staff meetings to provide an opportunity

for staff to discuss status of projects, problems they faced in the field or office, updates to codes, ordinances and laws.

- Conduct field inspections with an educational approach to create a positive relationship with the community's businesses.

Goal 3

Prepare for the future.

Objectives:

- Research and purchase equipment as needed for a virtual environment that will allow us to improve the permitting process, track inspections, backup records and maintain accurate information.
- Update software and equipment to enable the ability to develop professional informational handouts for the education of the citizens, general public and professionals.
- Expedite the review process between departments to streamline

the permitting process thus enhancing customer service.

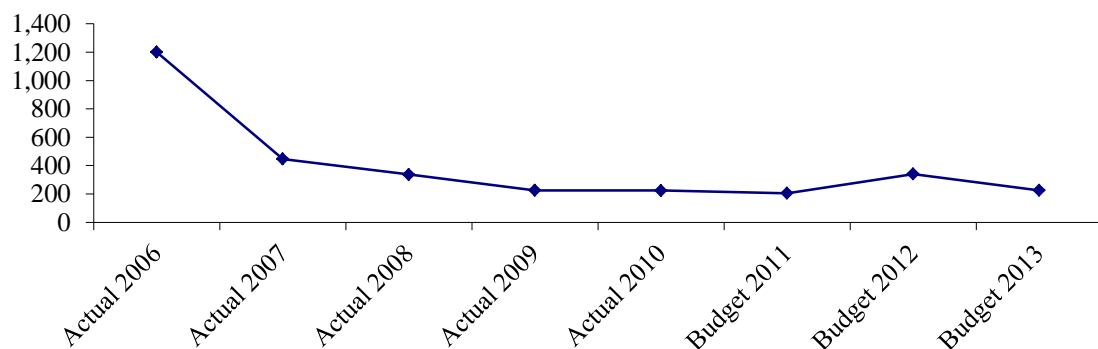
Goal 4

Maintain communication with other jurisdictions, state and federal governmental entities to ensure regional consistency and stay informed with legislation changes, laws and mandates.

Objectives:

- Attend North Central Council of Government meetings.
- Attend North Texas Chapter of International Code Council meetings.
- Attend Building Official Association of Texas meetings.
- Continue communications with other jurisdictions and agencies through media outlets (e-mail and internet) and personal contact (phone and meetings).

Historical Residential Building Permit Activity



Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Building Services				
Demand				
Substandard Structures Identified	5	26	23	24
Permit Applications	5,600	5,516	5,721	5,938
Residential Building Permits Issued	225	205	155	125
Workload				
Commercial Permits Issued	20	17	28	31
Residential Building Permits Issued	225	205	155	125
Total Code Compliance Complaints	1,210	1,196	1,456	1,761
Productivity				
Substandard Structures Removed	2	5	2	3
Substandard Structures brought to Code	24	21	20	21
Forced Mows		521	768	1,128
Total Inspections by Inspectors	7,200	6,346	5,394	5,545
Signs Removed	800	720	1,200	900
Effectiveness				
Substandard Structures brought to Code	24	21	20	21
Substandard Structures Removed	2	5	2	3
Residential Inspections within 5 Days	100%	100%	100%	100%
Total Permits Issued	5,600	5,000	4,100	4,100

Measurable Outcomes:

- All inspections will be completed within 5 days.
- Code Enforcement activities will work with all departments to identify code enforcement violations.

Building Services Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,333,885	\$ 1,266,278	\$ 1,290,528	1.92%
Operations	68,900	55,867	71,994	28.87%
Total	\$ 1,402,785	\$ 1,322,145	\$ 1,362,522	3.05%

BUILDING MAINTENANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Building Maintenance Department is to maintain an environment that is safe, pleasant and functional for all employees and the general public by administering corrective, preventative and planned maintenance to all city owned facilities. In addition, the department provides custodial services for city hall, the Mansfield Activity Center and Mansfield Library.

Department at a Glance

The Building Maintenance department is responsible for all city owned facilities including City Hall, Public Safety buildings, Library, Activity Center, Law Enforcement Center and Station House. The department budget increased 3.52% due to a 3% merit adjustment and increases in contract services costs in water utility costs. The Building Maintenance Department includes one supervisor, three (3) technicians and one (1) custodian. One (1) custodian position has been moved to the Police Division.

Key Goals and Objectives

Goal 1

Expand, execute and manage the preventive maintenance program which will protect the city's assets.

Objectives:

- Develop a work order system to manage requests for maintenance and repair.
- Develop a maintenance checklist for all city buildings that will reduce major maintenance projects.

Goal 2

Perform day to day cleaning, maintenance and repair of existing city buildings to meet the expectations of the citizens and staff.

Objectives:

- Provide daily custodial services for city buildings.

- Conduct monthly services on city buildings and equipment and appliances.
- Ensure that required federal, state and local annual inspections are properly conducted and documented.

Goal 3

Review custodian contracts to ensure that the highest standards are being provided within the budget that has been established.

Objectives:

- Review the continued utilization of the cooperative purchasing program for custodial services with Tarrant County.
- Solicit bids from private vendors to provide custodial services.
- Review the option of hiring city employees to provide required custodial services.

Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

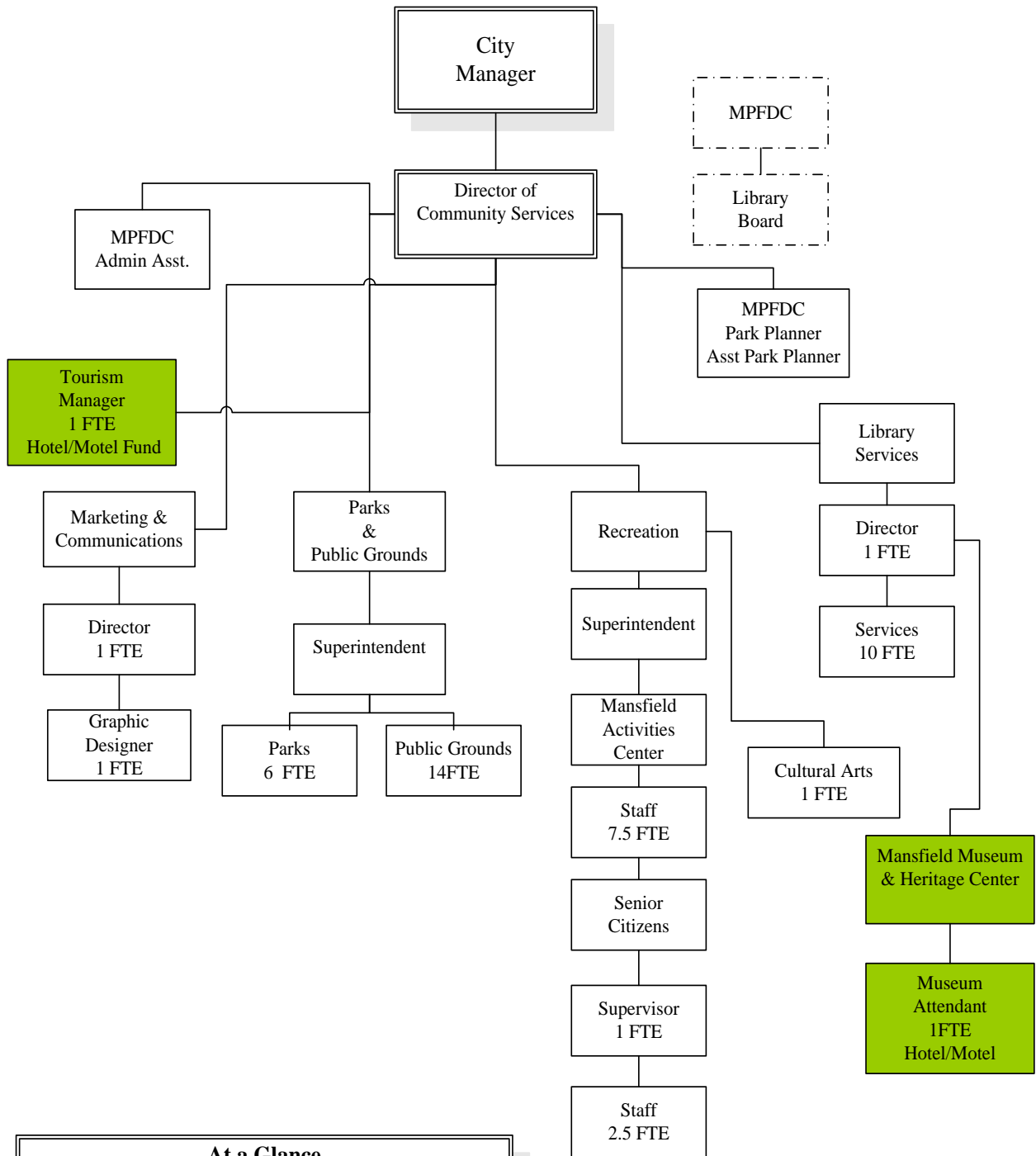
	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Building Maintenance				
Demand				
Municipal Facilities	66	66	66	66
Square Footage Maintained	309,261	313,768	313,768	313,768
Work Orders (annually)	1,050	1,050	1,300	1,400
Workload				
Monthly Preventative Maintenance Inspec	102	102	75	75
Daily Buildings Cleaned	12	12	7	7
Work Orders completed	1,000	1,000	1,280	1,360
New Square Footage		4,507.00		
Productivity				
Elevator Lifts maintained	4	4	4	4
Daily Buildings Cleaned	12	12	7	7
Maintenance Contracts Monitored	11	11	4	4
Effectiveness				
Staff Complaints	8	5	6	4
Citizen Complaints	None	None	None	None
Work Orders completed within 30 days	80%	100%	95%	95%
Cost per Square Foot	\$ 3.02	\$ 3.20	\$ 3.32	\$ 3.45

Measurable Outcomes:

- Complaints from citizens and staff are have been reduced by 95%.
- All work orders are completed within 30 days.

Building Maintenance Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 387,341	\$ 394,679	\$ 349,461	-11.46%
Operations	626,769	647,940	729,878	12.65%
Total	\$ 1,014,109	\$ 1,042,620	\$ 1,079,338	3.52%

Building Maintenance Full Time Equivilent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	1	3	3	
Custodians	4	2	1	-1
Total	6	6	5	-1



At a Glance

“ The Community Services Division Highlights”

- ☐ Acres of City Facilities Maintained 31
- ☐ Parks Maintained 13
- ☐ Acres of Park Land 802
- ☐ Programs offered 800

DIVISION AT A GLANCE

COMMUNITY SERVICES DIVISION

Budget Summary

The Community Services Division includes the Senior Lifestyles, Public Grounds, Communications & Marketing, Library and Cultural Services. In FY 2012-2013, the Community Services Division budget increased 6.25% primarily due to a 3% merit increase, increases in library materials, utilities, marketing and special event funding. The Community Services Division currently has three (3) FTE frozen positions in Public Grounds and two (2) FTE frozen positions in the library.

Departments	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Senior Citizens	\$ 174,442	\$ 200,481	\$ 222,659	11.06%
Parks	1,573,354	1,764,101	1,792,616	1.62%
Comm. & Marketing	255,496	250,907	284,284	13.30%
Family Counseling	48,570	22,801		-100.00%
Keep Mnsf Beautiful Building Maintenance*				
Library	700,874	828,717	912,392	10.10%
Cultural Services	151,151	126,278	180,970	43.31%
Total	\$ 2,903,888	\$ 3,193,284	\$ 3,392,921	6.25%

*** Family Counseling has been discontinued. Only utility costs for the existing city owned building are included. In 2013, all utility related costs have been moved to the Building Maintenance Department.*

Division Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,730,127	\$ 2,095,515	\$ 2,044,663	-2.43%
Operations	1,172,761	1,097,769	1,348,257	
Capital Projects	1,000			
Total	\$ 2,903,888	\$ 3,193,284	\$ 3,392,921	6.25%

Community Services	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Administrative Assistant*	1.2	1.2	1.2	
Communications Director	1	1	1	
Graphic Arts Director	1	1	1	
Parks Superintendent*	0.5	0.5	0.5	
Crew Supervisor*	0.2	0.2	0.2	
Tradesman *	15.2	14.5	14.5	
Cultural Arts Coordinator	1	1	1	
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
City Librarian	1	1	1	
Assistant City Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Librarian	1	1	1	
Part-Time Staff	4	4	4	
Total	34.6	33.9	33.9	0

Do You Know?



In 2012, the Parks & Recreation Department will conduct 14 Special Events attracting crowds of over 20,000.

Do You Know?



The City maintains 802 Acres of parkland, 30 Athletic Fields and 10 Playgrounds



SENIOR LIFESTYLES PROGRAM

MISSION STATEMENT:

The mission of the Senior Citizen department is to provide a focal point where older adults come together for the services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in the center and community.

Department at a Glance

The Senior Citizen budget includes the Senior Citizen Supervisor, one (1) part-time director, two (2) part-time bus drivers and one (1) part-time record keeper. The Senior Citizen budget increased 11.02% in FY 2012-2013 due to a 3% merit adjustment and increases in promotions and supplies.

Key Goals and Objectives

Goal 1

Increase fitness and wellness programs geared toward older adults

Objectives:

- Continue offering programs that promote healthy nutrition and active lifestyles.
- Continue providing speakers from the community on various wellness topics.
- Keep focused on programs that enable older adults to continue being an integral part of their community.

Goal 2

Grow revenue of Programs

Objectives:

- Offer overnight excursions.
- Increase awareness in the community about senior center programs.

Goal 3

Develop more partnerships within the community that will enhance the image of older adults and promote positive understanding of aging in the community.

Objectives:

- Continue marketing to the community.
- Continue offering sponsorship opportunities.
- Continue speaking for various groups.

Performance Objectives

- Encourage older adults to attend programs at the activities center.
 - Develop a broad public information system.
- Increase membership and participation by senior's and local merchants

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Senior Lifestyles				
Demand				
Active Members	648	631	650	660
Senior Programs	238	207	210	210
Average Daily Senior Attendance	54	60	60	60
Workload				
Meals Served	6,162	7,345	6,200	6,200
Programs Developed	224	238	207	207
Productivity				
Average Cost per citizen	\$ 2.94	\$ 3.07	\$ 3.49	\$ 3.49
Effectiveness				
"Good" ratings of Programs	90%	90%	95%	95%
Programs Developed	224	238	207	207
Active Members	648	631	650	660
Average Cost per citizen	\$ 2.94	\$ 3.07	\$ 3.49	\$ 3.49

Measurable Outcomes:

- Programs available to Senior Citizens have increased each year since 2008.
- The Senior Center continues to increase members each year by offering new and expanded programs.

Senior Citizens Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 127,391	\$ 144,154	\$ 165,492	14.80%
Operations	47,051	56,327	57,167	1.49%
Capital Projects				
Total	\$ 174,442	\$ 200,481	\$ 222,659	11.06%

Senior Citizens Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
Total	3.5	3.5	3.5	

PUBLIC GROUNDS DEPARTMENT

MISSION STATEMENT:

The mission of the Public Grounds department is to enhance the quality of life, maintain public facilities and right of ways and promote the benefits of parks and recreation through facilities and programs.

Department at a Glance

The department includes the parks superintendent, operations supervisor, and fourteen and one half (14.5) staff. The department continues to utilize contract services to provide mowing for parks, public grounds, non-irrigated medians and cleaning of public buildings in local parks and recreation venues. In FY 2012-2013, the parks operations budget increased by 1.62% due to a 3% merit adjustment and increases in water utility costs. Two (2) FTE positions have been moved to the Tree Mitigation Fund.

Key Goals and Objectives

Goal 1

Increase the level of service provided to citizens.

Objectives:

- Apply fertilizer and herbicides on a scheduled basis to improve turf beds
- Use the Tree Mitigation Fund to plant trees in medians and provide irrigation.

Goal 2

Maintain and improve 802 acres of parkland, 135 roadside miles of right of ways and medians and 19.4 acres of City owned public facilities.

Objectives:

- Increase specialized training for all staff in field maintenance, horticulture and landscape maintenance.

- Create and maintain botanical beds, fertilization program for city facilities, ornamental plantings and remove excess vegetation growth.
- Perform weekly routine maintenance of irrigated and non-irrigated medians utilizing city staff and contract services.

Goal 3

Maintain Public Grounds to ensure the health, safety and welfare of citizens and visitors of Mansfield and coordinate with other departments to achieve this goal.

Objectives:

- Maintain the line of sight visibility on medians and right of ways throughout the city.
- Respond to hazardous tree conditions on public grounds.
- Respond to vegetation management issues and code compliance issues on public grounds.

Performance Objectives

- Maintain existing parks and public grounds.
- Maintain existing city facilities.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Public Grounds Operations				
Demand				
Acres of Parks	755	755	755	755
Parks maintained	11	11	11	11
New Parks under Development	1	1	1	1
Right of Ways Maintained	71	71	71	74
City Owned Facilities Maintained (acres)	17	20	20	31
Medians Maintained (irrigated miles)	19	19	19	19
Medians Maintained (non irrigated mile)	9	9	9	9
Workload				
Medians Mowed per Month	171	173	176	176
Medians Maintained (non irrigated)	39	39	39	39
Medians Maintained (non irrigated)	39	39	39	39
Productivity				
Avg. Cost per Citizen	\$ 26.83	\$ 27.84	\$ 30.68	\$ 30.79
Average Park Crews per Day	6	6	6	6
Effectiveness				
Medians Mowed per Month	171	173	176	176
Medians Maintained (non irrigated)	39	39	39	39
Medians Maintained (non irrigated)	39	39	39	39

Measurable Outcomes:

- Despite four (4) open positions and budget reductions, the parks and public grounds have maintained a high standard of care and maintained all parks and right of ways with one less irrigation crew.
- Parks and Public grounds continues to be rated “Good” in all parks and public grounds.

Public Grounds	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 785,941	\$ 992,158	\$ 913,804	-7.90%
Operations	787,413	771,943	878,812	13.84%
Capital				
Projects				
Total	\$ 1,573,354	\$ 1,764,101	\$ 1,792,616	1.62%

Public Grounds	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Parks Superintendent	0.5	0.5	0.5	
Operations Supervisor	1	1	1	
Staff	12.2	14.5	14.5	
Total	13.7	16	16	

CULTURAL ARTS/SPECIAL EVENTS DEPARTMENT

MISSION STATEMENT:

To provide family friendly events, cultural activities and special events for all ages that will enhance the quality of life for participants and meets the needs of the community.

Department at a Glance

The Cultural Services department budget decreased 43.31% in FY 2012-2013 due to the increased cost of special events. The City of Mansfield is anticipating a drop in sponsorships for some events and has allocated the estimated cost of these events in this department. The Special Events include Rockin 4th of July, Winter Walk, Hometown Holidays and various other community events.

Key Goals and Objectives

Goal 1

Increase sponsorship opportunities wherever possible

Objectives:

- Network through the regional Chamber of Commerce affiliations.
- Solicit sponsorships to add additional opportunities for entertainment and programs throughout the park system.

Goal 2

Increase attendance at special events to over 125,000 patrons.

Objectives:

- Cross market with the Mansfield Chamber of Commerce to increase exposure.

- Cross market with Historic Mansfield Inc. to increase exposure.
- Involve other community organizations such as the Mansfield Chamber of Commerce, Historical Society and others to promote events in the downtown area.
- Attend regular meetings of community organizations to develop on going partnerships.

Goal 3

Assist local hotels to increase tourism within the City of Mansfield

Objectives:

- Coordinate with local hotels to provide shuttle service to local events such as the Dallas Cowboy's Stadium, Big League Dreams Sports Park and other events.
- Work with the Chamber of Commerce to promote the visitors center.

Performance Objectives

- Enhance park programs and activities
- Explore and develop new sources of revenues and grants.
- Assist local hotels in the promotion of Mansfield as a tourism destination.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Cultural Arts				
Demand				
Special Events	3	14	13	15
Population	56,368	56,850	57,494	58,217
Workload				
Population	56,368	56,850	57,494	58,217
Special Events	3	14	13	15
Productivity				
Average cost per Citizen	\$ 2.42	\$ 2.66	\$ 2.20	\$ 3.11
Special Events Attendance	19,000	26,400	25,000	26,400
Sponsorships	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000
Effectiveness				
New programs	0	1	0	1
Sponsorships	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000

Measurable Outcomes:

- City sponsored events including Rockin 4th of July, Winter Walk and Hometown Holidays have generated increased citizen involvement since 2008-2009
- Sponsorships have increased annually from \$0 to an estimated \$52,000 in FY 2010-2011.
- Shuttle service from all five (5) hotels for special events at regional venues continues to promote the City of Mansfield.

Cultural Services	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 74,415	\$ 73,785	\$ 73,626	
Operations	75,737	52,493	107,344	104.49%
Capital				
Projects	1,000			
Total	\$ 151,151	\$ 126,278	\$ 180,970	43.31%

Cultural Arts	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Coordinator		1	1	1
Total		1	1	1

PUBLIC LIBRARY DEPARTMENT

MISSION STATEMENT:

The mission of the Mansfield Public library department is to provide free access to a broad range of information and literature; to enrich the community through reading, culture and the arts; and to provide opportunities for life-long learning.

Department at a Glance

The Library department includes the City Librarian, Assistant City Librarian, Library Assistant, Administrative Assistant, Youth Services Librarian, Automated Systems Manager, Librarian and four (4) part-time staff. The library budget increased 10.10% due to a 3% merit adjustment and increases in books, catalogs and other materials necessary to maintain existing certifications.

Key Goals and Objectives

Goal 1

Sustain the library's program of essential services as developed from the mission statement.

Objectives:

- Adjust library hours of operation to maximize available staff.
- Make full use of financial resources both from the city and other sources.
- Encourage expansion of the library volunteer program to increase the labor pool for basic tasks involving circulation and maintenance of collections.

Goal 2

Develop an Inter-local agreement with the City of Arlington, Texas to form a consortium for automated library services.

Performance Objectives

- Continue to implement new and improved library programming.
- Work with the Library Advisory board, schools and other service organizations to develop an effective library network.

Objectives:

- Develop and upgraded technology plan for the next several years to guide overall improvement of library access and to use as a funding tool.
- Lay groundwork for new integrated library system to improve digital management of collections, circulation, access to virtual library services and e-commerce.

Goal 3

Develop and present a revised the 5-year strategic plan.

Objectives:

- Review the results of the needs assessment with the Library Advisory Board and Community Services Director.
- Seek grant funding to assist operations.

Library	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Annual Library Patrons	200,823	200,821	191,312	205,000
Library Materials circulated	328,794	263,284	286,806	226,000
Public Computer Users	48,723	39,254	42,974	47,000
Public Computer Use (hours)	32,145	25,539	28,538	32,000
Library Cards Issued (on file)	45,549	48,742	50,542	53,000
Meeting Room Users	9,568	10,611	13,130	15,000
Hits On Library Web Page	141,256	163,104	183,009	205,000
On Line Electronic Resource Use	37,114			
Workload				
Square Footage Maintained	17,000	17,000	17,000	17,000
Material Collection Items	73,953	74,851	75,579	77,000
Public Access Computers	25	25	25	25
Volunteer Hours	2,892	2,264	2,472	2,700
Productivity				
Average cost per Citizen	\$ 13.63	\$ 14.00	\$ 14.79	\$ 16.00
Average Monthly Visits	16,735			
Effectiveness				
Annual Percent Increase/Decrease of P	-7.10%	-10.90%	7.00%	7.20%
Program Attendance	5,185	4,465	5,650	5,650

Measurable Outcomes:

- The library has expanded both materials circulated and the number of public access computers annually.
- The annual increase in patrons is expected to rise 1.20% in FY 2011-2012.

Library	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Summary				
Personnel Services	\$ 545,798	\$ 689,443	\$ 686,536	-0.42%
Operations	155,077	139,274	225,856	62.17%
Capital				
Projects				
Total	\$ 700,874	\$ 828,717	\$ 912,392	10.10%

Library	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
City Librarian		1	1	1
Assistant City Librarian		1	1	1
Administrative Assistant		1	1	1
Library Assistant		1	1	1
Youth Services Librarian		1	1	1
Library Systems Manager		1	1	1
Librarian		1	1	1
Part-Time Staff		4	4	4
Total		11	11	11

COMMUNICATIONS AND MARKETING DEPARTMENT

MISSION STATEMENT:

The mission of the Communications and Marketing department is to be the citizen, staff and media link to the City of Mansfield government enabling each to access information on city related activities and events, understand local and regional issues and their impact to Mansfield and participate in on-going, city-wide dialogue to build consensus and community support.

Department at a Glance

The Communications and Marketing department includes the Communications Director and one (1) Graphic Artist. The Communications and Marketing budget increased 13.30% due to a 3% merit adjustment and \$20,000 allocated for a portion of a marketing branding study.

Key Goals and Objectives

Goal 1

Improve community relations by providing resources for citizens, staff and media to learn more about community issues.

Objectives:

- Continue to implement the citizen newsletter to provide information on city programs, services and events providing the widest distribution possible.
- Promote the city website and enhance the programming capability of the cable access channel.
- Encourage improved news coverage of city events by developing new media sources and generating story ideas throughout the community.

Goal 2

Promote and market the city through promotional materials, advertising and marketing campaigns.

Objectives:

- Develop image related signage, advertising and marketing materials that promote Mansfield in a positive light to residents and individuals or groups outside the city.
- Develop marketing materials, advertising and publications for economic development and tourism.

Goal 3

Improve interdepartmental communications.

Objectives:

- Assist the Information Technology department in communicating to all staff on events happening within the city.
- Develop the multi-media program for the staff service award program.

Performance Measures

- Produce creative and quality materials.
- Improve community relations and interdepartmental communications.
- Improve the city's image through marketing and promotion.

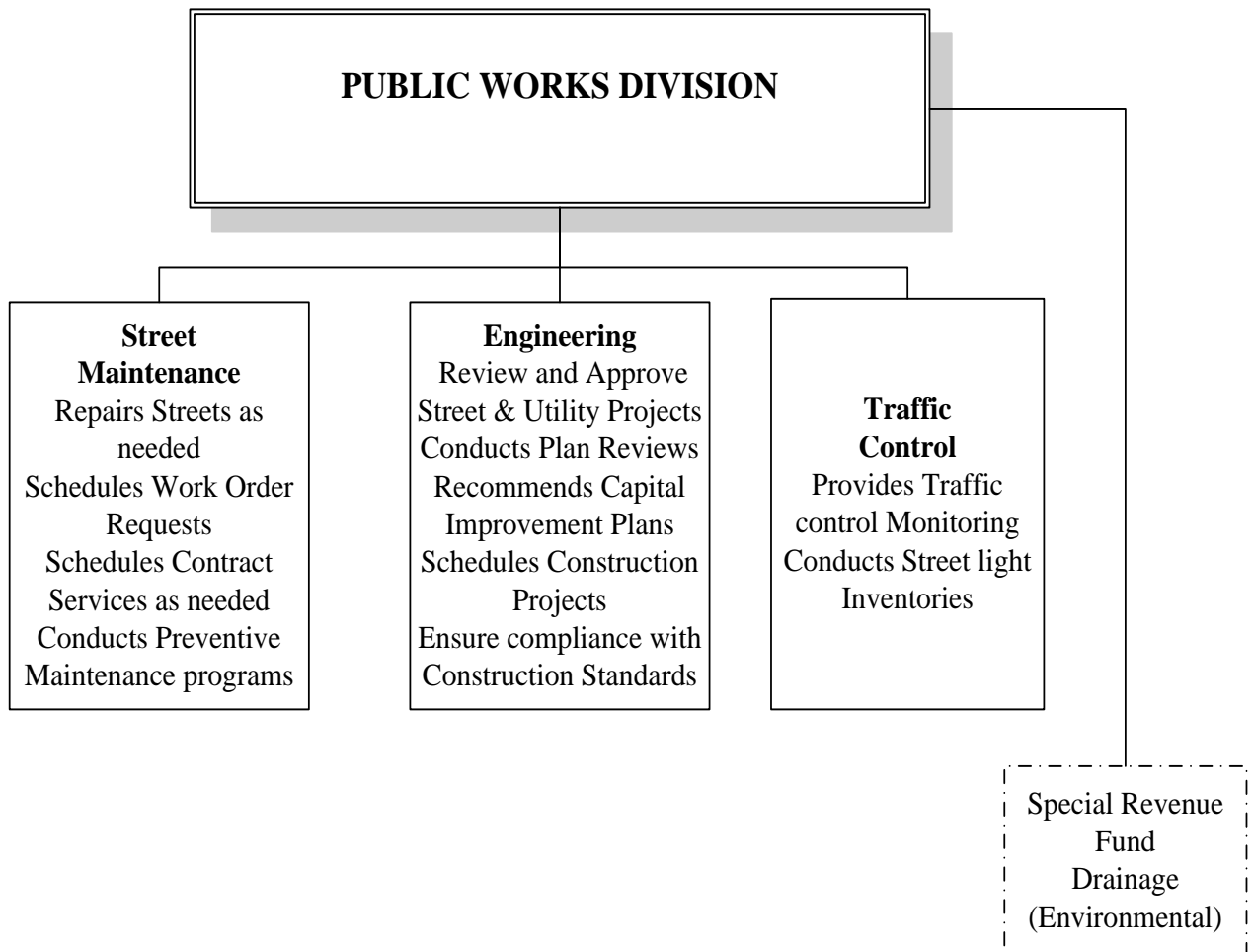
	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Communications & Marketing				
Demand				
Meetings	86	86	86	30
Population	56,368	56,850	57,494	58,217
City Staff	507	507	507	511
Hits to City Website (annually)	381,460	391,000	391,000	594,504
Workload				
Annual Reports Printed	500	300	300	300
Citizen Newsletters Printed	90,000	108,000	108,000	109,200
Annual Reports Distributed	500	300	300	300
Productivity				
Resident & Visitors Guides (NEW)	N/A	N/A	N/A	8,000
Annual Reports Printed	500	300	300	300
Citizen Newsletters Printed	90,000	108,000	108,000	109,200
Effectiveness				
Column Inches of Newspaper Coverage	1,600	1,200	1,201	1,201
City Website Usage per month	31,788	32,600	32,600	49,542
Citizen Newsletters Printed	90,000	108,000	108,000	109,200

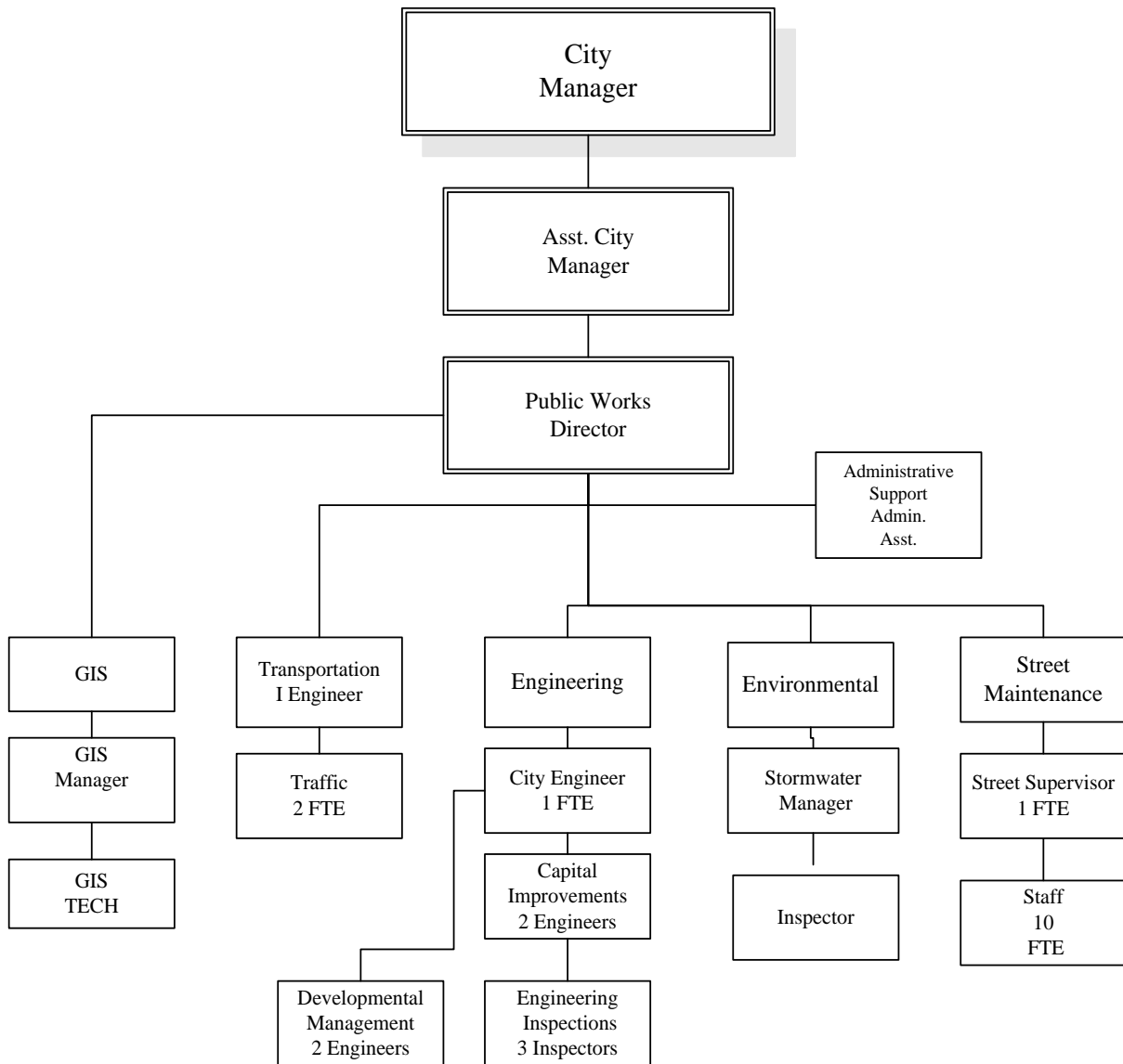
Measurable Outcomes:

- Developing new web based communications has resulted in increased hits to the city web site and increased communication for all citizens.

Comm. & Marketing Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 196,583	\$ 195,976	\$ 205,206	4.71%
Operations	58,913	54,931	79,078	43.96%
Capital Projects				
Total	\$ 255,496	\$ 250,907	\$ 284,284	13.30%

Communications & Marketing Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Communications Director	1	1	1	
Graphic Designer	1	1	1	
Total	2	2	2	





General Fund

At a Glance

The Public Works Division Highlights

- ❑ An estimated 32 projects are “in progress” in FY 2012-2013.
- ❑ An estimated 3 miles of street improvements are planned in FY 2012-2013.
- ❑ \$889,800 in street maintenance repairs is budgeted in FY 2012-2013

DIVISION AT A GLANCE

PUBLIC WORKS DIVISION

Budget Summary

The Public Works Division includes the Engineering department and Street Maintenance department and the traffic control department to service the ever growing number of traffic signals within the city. The division is also responsible for all street construction, utility construction and drainage construction within the city. The Full Time Equivalent (FTE) budgeted positions in this fund are also budgeted on an allocation basis in the street, utility and drainage funds. The Public Works Division budget increased 3.88% due to a 3% merit adjustment and increases in contract services in Street Maintenance.

Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Engineering	\$ 492,923	\$ 523,188	\$ 341,667	-34.70%
Street Maintenance	1,235,562	1,412,500	1,700,479	20.39%
Traffic Control	768,143	878,304	881,117	0.32%
Total	\$ 2,496,629	\$ 2,813,992	\$ 2,923,263	3.88%

Division Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,122,943	\$ 1,261,466	\$ 1,094,702	-13.22%
Operations	1,373,686	1,552,526	1,828,561	17.78%
Capital Projects				
Total	\$ 2,496,629	\$ 2,813,992	\$ 2,923,263	3.88%

Public Works Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Public Works Director		1	1	1
Secretary		1	1	1
City Engineer		1	1	1
Engineer		4	4	4
Inspectors		5	5	5
Technician		1	1	1
Street Supervisor		1	1	1
Administrative Assistant		1	1	1
Traffic Control Supervisor		1	1	1
Repair Technician		1	1	1
Street Maintenance Staff		9	9	9
Total		26	26	26

ENGINEERING DEPARTMENT

MISSION STATEMENT:

The mission of the Engineering Department is to oversee the construction of all street, traffic, drainage, and water & sewer improvements within the City of Mansfield to ensure all construction is in conformance with city ordinances and specifications. The capital improvements include both publicly and privately funded projects.

Department at a Glance

The Engineering department monitors all street, utility and drainage projects from the conceptual stage through the preparation of construction plans, contract documents, completion and final acceptance of construction projects. The engineering department includes the Director of Public Works, City Engineer, five (5) engineers, four (4) inspectors, one technician and one secretary. A portion of the salary and benefits are allocated to the street, utility and drainage funds. The Engineering budget decreased 34.7% due to the reallocation of salaries & benefits to accurately reflect engineering services cost to the proper construction funds.

Key Goals and Objectives

Goal 1

Improve selected streets within the city that have deteriorated and require extensive annual maintenance and improve vehicular capacity of these streets for more efficient movement of traffic.

Objectives:

- Continue the construction of the projects in the Street Bond program.
- Continue the design and construction of prior year projects and new projects as identified in the long range financial plan.
- Continue to expand the street maintenance program to ensure proper maintenance of existing streets and thoroughfares.
- Identify infrastructure needs for a possible future bond election in 2014.

Goal 2

Improve communication between the department, engineering consultants and others who access engineering information.

Objectives:

- Create a checklist for plan review, DRC meetings and building permits for departmental use to streamline the review process.
- Upgrade the system of maintenance of the GIS base map system.
- Utilize all forms of media to provide the citizens information regarding street, traffic, utility and drainage projects and anticipated future development.

Goal 3

Continue to enhance and develop the Water & Sewer Master Plan and Master Drainage Plan.

Objectives:

- Coordinate with engineering consultant to provide pertinent water & sewer data and other information during the development model.
- Coordinate improvements recommended in the water & sewer and drainage master plans.

Performance Objectives

- Improve streets within the City of Mansfield.
- Manage all projects from conception to completion.

Engineering	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Departments Supervised	4	4	4	5
Capital Funds monitored	4	4	4	4
Capital Budgets Monitored (millions)	35.2M	45M	26M	36.8M
Service Area	36.64	36.64	36.64	36.64
Street Miles Maintained	242	242	242	245
Miles of Water & Sewer Mains	527	527	527	530
On-going Projects	49	46	37	53
Workload				
Projects in Progress	49	46	37	53
Departmental Staffing	13	13	13	13
Contractors Monitored	216	216	216	216
Street Miles-Major Repairs	8.75%	6.12%	19.75%	13.20%
Street miles-Minor Repairs	24.30%	18.20%	19.10%	26.10%
Productivity				
Street Light Maintenance Checks	0	26	26	26
Street Miles-Major Repairs	8.75%	6.12%	19.75%	13.20%
Street Miles-Minor Repairs	24.30%	18.20%	19.10%	26.10%
Effectiveness				
Projects Completed	8	7	7	5
Street Improvements (Miles)	2	1.59	2.2	3
Utility Improvements (Miles)	2	1.72	3.2	4
Drainage Improvements (Miles)	3	2	2	1

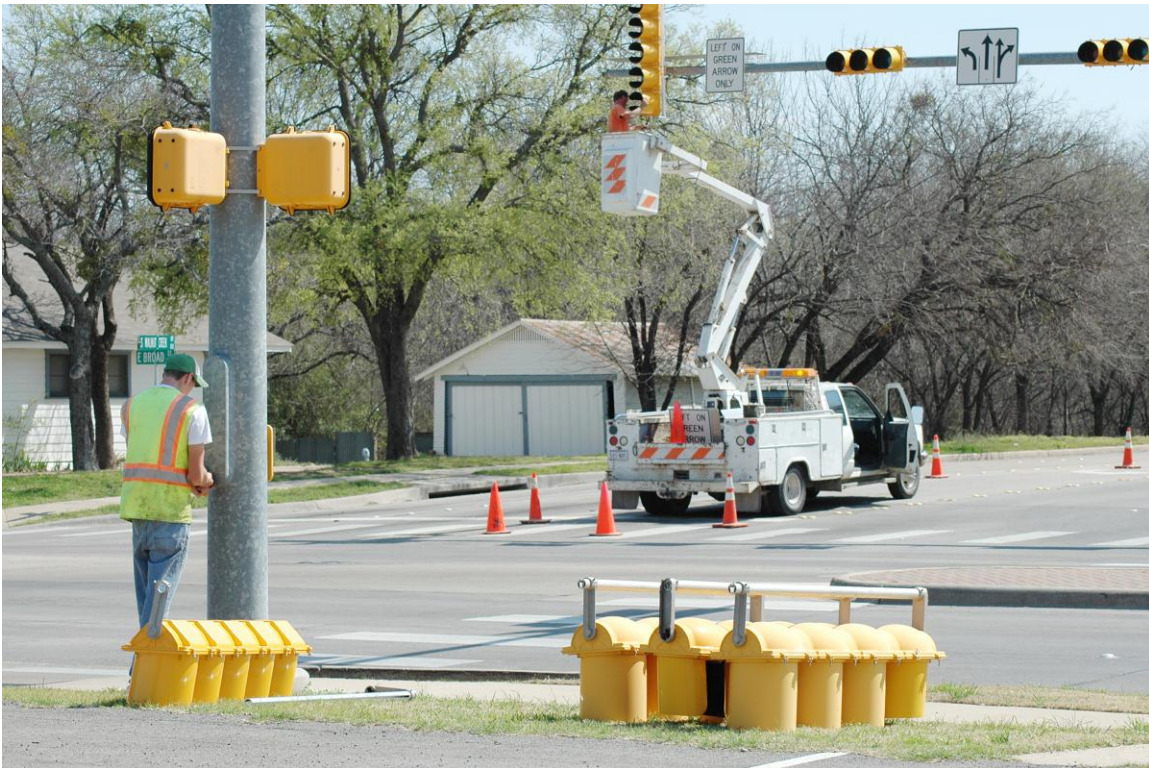
Measurable Outcomes:

- The engineering department will complete 2.2miles of street improvements in 2011-2012.
- The engineering department will monitor approximately \$28,000,000 in street, utility and drainage improvements in FY 2012-2013 and complete 7 projects.

Engineering Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 445,250	\$ 467,158	\$ 280,826	-39.89%
Operations	47,673	56,030	60,841	8.59%
Capital Projects				
Total	\$ 492,923	\$ 523,188	\$ 341,667	-34.70%

Engineering Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Public Works Director	1	1	1	
Secretary	1	1	1	
City Engineer	1	1	1	
Engineer	4	4	4	
Inspectors	5	5	5	
Technician	1	1	1	
Total	13	13	13	

Do You Know?



The City Maintains 242 Miles of Streets and 31 Traffic Signals.

STREET MAINTENANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Street Maintenance department is sustain and optimize the structural life of the city's streets and drainage systems in the most cost effective manner and provides preventive maintenance to existing concrete and asphalt streets whenever possible.

Department at a Glance

The Street Maintenance department includes the street maintenance supervisor, and ten (10) maintenance staff. The Street Maintenance budget increased 20.39% due to a 3% merit adjustment and an increase of \$256,800 in street maintenance repairs.

Key Goals and Objectives

Goal 1

Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.

Objectives:

- Use maintenance staff to perform pothole repair and other minor street repairs as needed.
- Reduce the need for outsourcing by increasing employee skill sets internally. Develop a congruent training environment by introducing quantifiable programs.
- Reduce the cost of materials by utilizing existing purchasing agreements in place with Tarrant County and other entities.

Goal 2

Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.

Objectives:

- Utilize crack sealing processes on asphalt and concrete repairs.

- Utilize Public Works Management software to inventory maintenance records, street lights, signs and schedule long term maintenance decisions.
- Develop integrated preventative programs targeting not only aging streets, curbs and gutters but also newer streets understanding that preventative measures are four times more effective in optimizing street maintenance.

Goal 3

Expand the use parameters and life of aging heavy equipment.

Objectives:

- Increase staffs understanding of fleet services by training staff to develop best practices and maintenance methods.
- Develop a complete preventive maintenance system by scheduling regular and comprehensive maintenance on heavy equipment.
- Schedule the timing of projects that require only minimum use of heavy equipment whenever possible therefore reducing the hours used on heavy equipment.

Performance Objectives

- Improve streets within the City of Mansfield.
- Utilize in-house staff to repair potholes and perform preventative maintenance.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Street Maintenance				
Demand				
Calls for Service	4,705	4,675	4,700	4,525
Street Miles-Minor Repairs	17.50%	8.91%	19.10%	26.10%
Work Orders Processed	3,410	3,450	3,700	3,685
Service Area	36.64	36.64	36.64	36.64
Workload				
Asphalt Overlays (square mileage)	42,971	42,971	42,971	42,971
Street Miles-Minor Repairs	17.50%	8.91%	19.10%	26.10%
Street Segments Repaired	1,891	1,990	1,995	2,550
Productivity				
Streets Maintained (Miles)	242	242	242	242
Streets Maintained-Unpaved	1	5	5	5
Streets Maintained-Surface Treatment	53.50	53.50	53.50	53.50
Effectiveness				
Curb & Gutter Repairs (linear feet)	2,528	3,466	3,666	4,161
Avg Repair Time-Days	2.30	2.10	2.10	2.10
Cost per Mile-Paving Repairs	\$ 12.50	\$ 13.10	\$ 12.50	\$ 12.50
Street Signs Installed within 30 days	100%	100%	100%	100%

Measurable Outcomes:

- The Street Maintenance Department maintains 242 miles of streets and has reduced operating cost.
- The average repair time for work orders is 2 days despite operating with three (3) positions that remain unfilled.

Street Maintenance Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 529,421	\$ 645,429	\$ 663,434	2.79%
Operations	706,141	767,071	1,037,045	35.20%
Capital Projects				
Total	\$ 1,235,562	\$ 1,412,500	\$ 1,700,479	20.39%

Street Maintenance Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Street Supervisor		1	1	1
Administrative Assistant		1	1	1
Traffic Control Supervisor		1	1	1
Repair Technician		1	1	1
Street Maintenance Staff		7	7	7
Total		11	11	11

TRAFFIC CONTROL DEPARTMENT

MISSION STATEMENT:

The mission of the Traffic Control Department mission is to maintain, repair and monitor all signals and street lights within the City of Mansfield.

Department at a Glance

The Traffic Department budget increased less than 1%. The Traffic Control department consists of one traffic signal Supervisor and one staff member.

Key Goals and Objectives

Goal 1

Ensure all Signals and Street Lights work properly within the City of Mansfield

Objectives:

- Utilize on call staff to repair hazardous situations.
- Monitor timing of signals to ensure even traffic flow wherever possible.
- Ensure work orders are processed in a timely manner.

Goal 2

Continue an aggressive yearly program of preventative maintenance to lengthen the service life of signals that are in relatively good condition therefore reducing future maintenance costs.

Objectives:

Performance Objectives

- Maintain signals and street lights within the City of Mansfield.
- Monitor and apply for Grants whenever possible.
- Repair signals and street lights in a timely manner.

- Utilize new solar technology wherever possible to reduce electricity costs on new and existing signals and street lights.
- Utilize Public Works Management software to inventory maintenance records, street lights and schedule long term maintenance decisions.
- Develop integrated preventative programs targeting not only aging signals but also newer signals.

Goal 3

Apply for grant opportunities when available.

Objectives:

- Monitor the Council of Governments for Grant opportunities.
- Monitor the State of Texas websites for grant opportunities.

Traffic Control	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Calls for Service		70	73	1,825
Traffic Signals	60	60	31	33
Service Area	36.64	36.64	36.64	36.64
Workload				
Calls for Service		70	73	1,825
Street Signals Maintained				33
Street Light Flashers	1			68
Productivity				
Service Calls answered within 24 hour	100%	100%	100%	100%
Grants	\$ 100,000			
Effectiveness				
Service Calls answered within 24 hour	100%	100%	100%	100%
Avg Repair Time-Days		1	1	2

Measurable Outcomes:

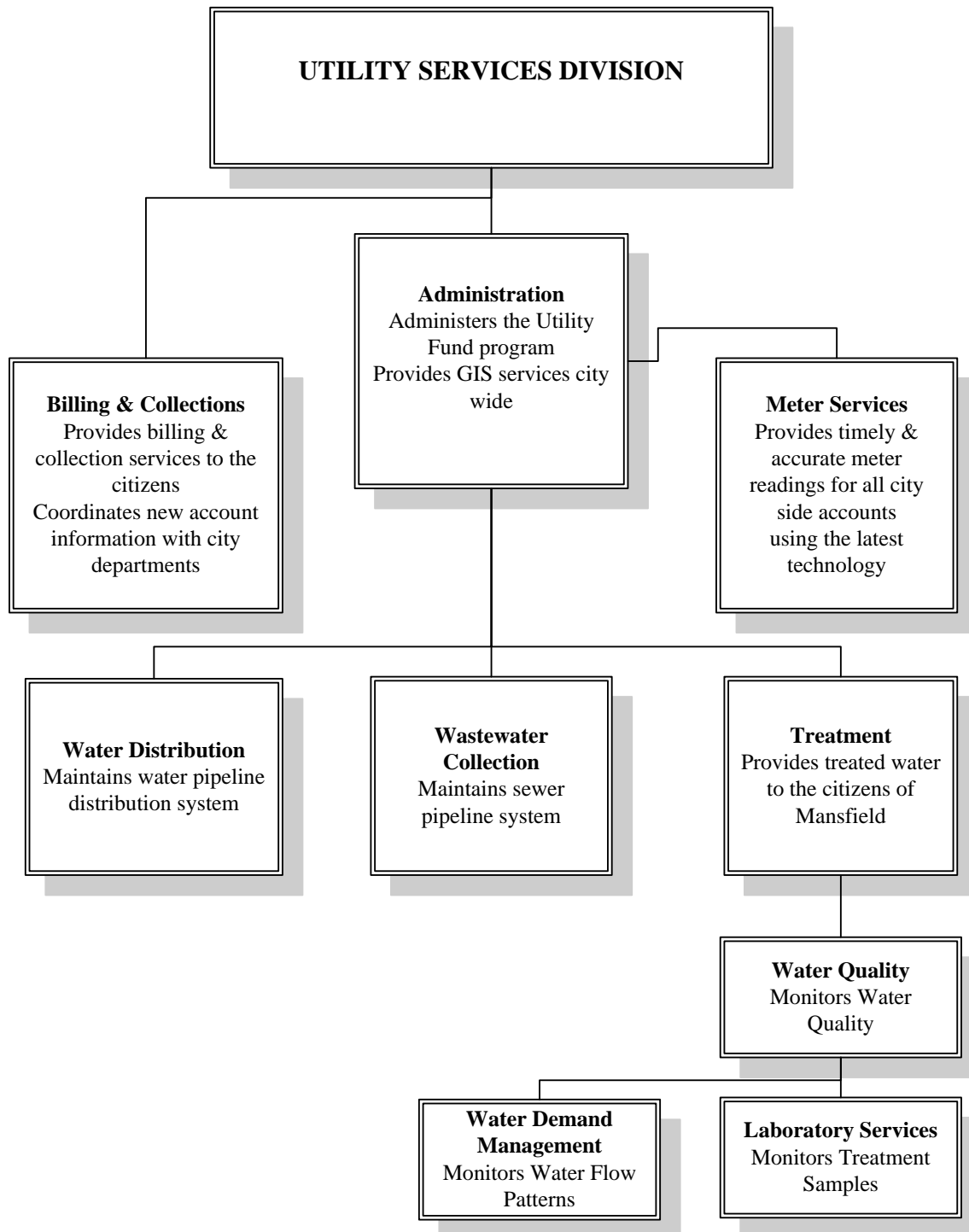
- The Traffic Control department was created using existing staff from street maintenance.
- The traffic department will maintain 31 street lights and monitor over 1,500 street lights.

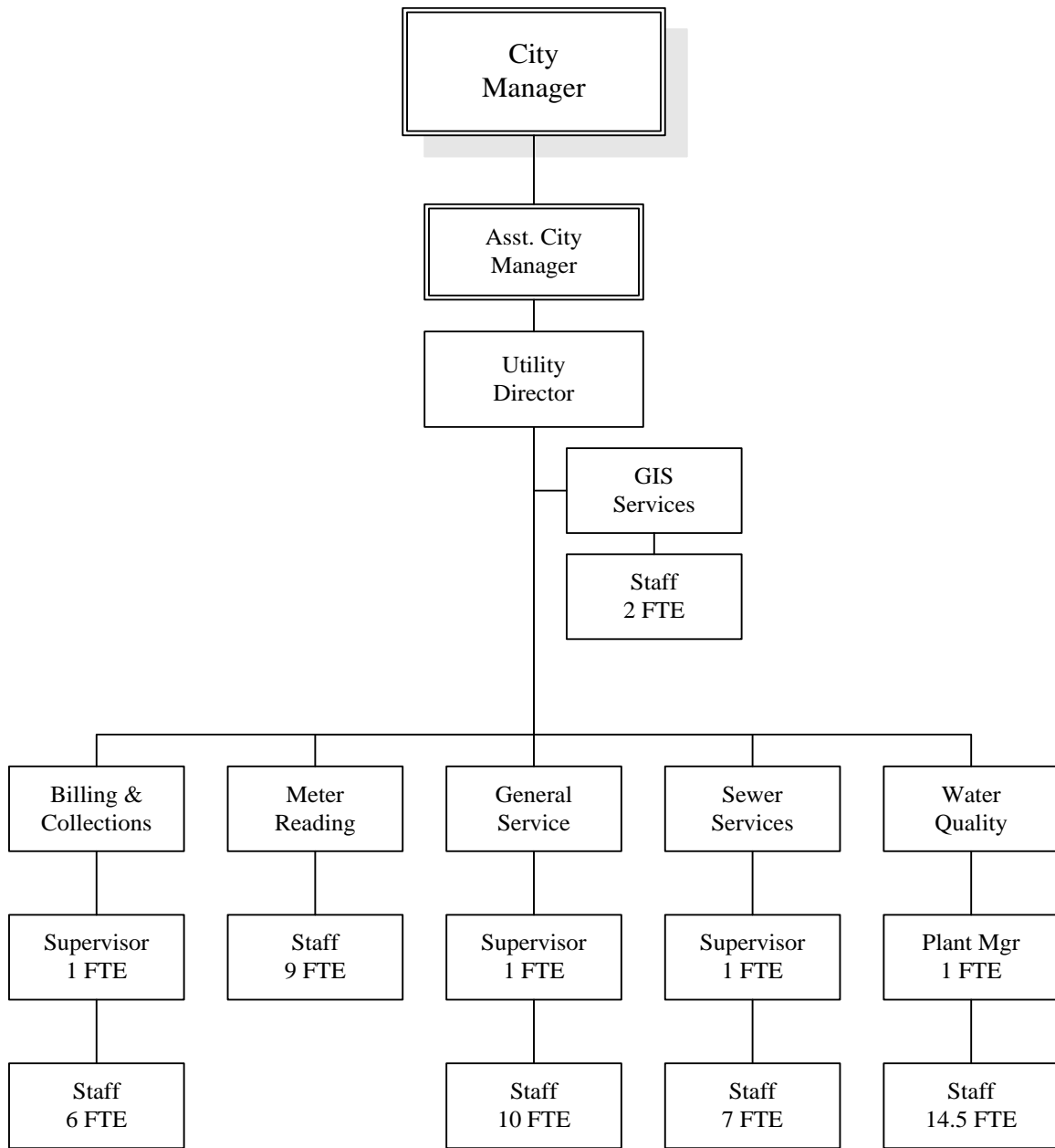
Traffic Control	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 148,272	\$ 148,879	\$ 150,442	1.05%
Operations	619,872	729,425	730,675	0.17%
Capital				
Projects				
Total	\$ 768,143	\$ 878,304	\$ 881,117	0.32%

Traffic Control	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Traffic Signal Supervisor		1	1	1
Maintenance Staff		1	1	1
Total		2	2	2

ENTERPRISE FUNDS

The Enterprise Funds are used for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are comprised of the Water & Sewer Fund, the Law Enforcement Center Fund and the Drainage Utility Fund.





At a Glance

“The Water & Sewer Division Highlights

- ☐ Water Plant pumping daily pumping capacity 57 Million gallons per day.
- ☐ Estimated Treatment capacity is 45,000,000
- ☐ Estimated Utility accounts for FY 2012-2013 is 19,986

DIVISION AT A GLANCE

UTILITY DIVISION

Budget Summary

The Utility Division includes the Administration, Billing, and Meter Reading, General Service, Sewer, Treatment Water Quality, Laboratory Services and Water Demand departments. The Utility Division budget increased 4.02% due to estimated increases in water purchase cost, electricity costs, sewer treatment, chemical supply cost and a 3% merit adjustment.

Utility Division Departments	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Administration	\$ 480,092	\$ 475,488	\$ 530,514	11.57%
Billing & Collections	702,502	725,420	805,097	10.98%
Meter Reading & Repair	635,763	638,177	714,136	11.90%
General Service	827,550	844,947	835,726	-1.09%
Sewer	4,117,479	4,924,241	4,781,783	-2.89%
Treatment Services	5,248,461	6,532,317	6,960,336	6.55%
Water Quality	88,925	114,919	191,540	
Laboratory Services	69,085	91,528	106,883	
Water Demand	8,336	104,892.31	\$ 106,879	
Total	\$ 12,178,193	\$ 14,451,929	\$ 15,032,894	4.02%

Division Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 3,143,631	\$ 3,330,459	\$ 3,586,352	7.68%
Operations	9,034,562	11,121,470	11,446,542	2.92%
Capital Projects				
Total	\$ 12,178,193	\$ 14,451,929	\$ 15,032,894	4.02%

Do You Know?

- The City can pump up to 57,000,000 million gallons per day.
- The City has a 95% Water Accountability Rating.
- The City has been rated as a “Superior” Water System.

SUMMARY OF UTILITY DIVISION STAFFING

Utility Division	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
GIS Coordinator	1	1	1	
GIS Technician	2	1	1	
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	3	3	3	
Data Entry Clerk	0	1	1	
Administrative Assistant	1	1	1	
Field Operations Manager	1	1	1	
Utility Technician	4	4	4	
Tradesman	6	6	6	
Field Supervisor	1	1	1	
Crew Leader (Sewer)	1	1	1	
Utility Technician (Sewer)	1	1	1	
Tradesman (Sewer)	5	5	5	
Water Plant Manager	1	1	1	
Maintenance Supervisor	1	1	1	
Chief Operator A	1	2	2	
Irrigation Inspector	1	1	1	
Plant Operator B	3	3	3	
Plant Operator C	4	3	3	
Plant Operator Trainee	2	2	2	
Lab Technician	1	1	1	
Building Staff	1	1	1	
Part-Time	0.25	0.25	0.25	
Total	52.25	52.25	52.25	

UTILITY ADMINISTRATION DEPARTMENT

MISSION STATEMENT:

The missions of the Utility Administration department is too effectively and efficiently direct the operations of the Utility Division by maximizing the use of all available equipment, staff and assets to provide the citizens with “Superior” utility service.

Department at a Glance

The Utility Administration department includes the Director of Utility Operations, GIS coordinator and one (1) GIS technician. The Utility Administration increased 11.57% due to a 3% merit adjustment and the reallocation of engineering salary and benefits to the utility fund.

Key Goals and Objectives

Goal 1

Provide department directors with guidance and direction necessary to accomplish departmental goals and objectives.

Objectives:

- Staff meetings will be used as a tool to provide direction to staff in order to enhance the Director of Utilities guidance and direction to all departments.
- The Director of Utilities will meet with department heads individually to review specific project goals and ensure resources are allocated appropriately.
- Field inspection of all operating practices and service delivery will be used to optimize departmental effectiveness.

Goal 2

Oversee and monitor departmental and project budgets to ensure that efficiency and asset allocation are hallmarks in departmental management.

Objectives:

- Current expenditures will be reviewed and modified as needed.
- Department heads will use the work-order system and GIS to provide progress information on all active and planned projects.
- Department heads will be responsible for activity reports that detail staff, equipment and material expenses.

Goal 3

Control utility costs by continuing to develop operating efficiencies.

Objectives:

- Direct consulting engineers and contractors to ensure construction benchmarks, deadlines and phased improvements are on time and within budget.
- Direct, review and schedule planned construction activities that may impact existing operations so that water production and pumping capacity is maintained at optimal operational status.
- Work with management, engineering and consulting engineers to develop and schedule the design of future water and sewer improvements.

Performance Objectives

- Ensure all projects and departmental budgets are in compliance with established guidelines.
- Ensure adequate staffing and capital is provided.
- Provide direct supervision of construction management and expansion projects.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Administration				
Demand				
Service Departments	6	6	6	6
Division Staff	52.25	52.25	52.25	52.25
Division Budget	\$ 11,243,097	\$ 12,242,632	\$ 14,451,949	\$ 15,032,894
Workload				
Utility Division Projects	8	8	11	9
Average Daily Calls for Service	14	14	14	14
Monthly Average Flow (gallons)	316,667,000	358,333,330	320,000,000	343,250,000
Productivity				
Ground Storage Capacity (millions/gal)	4.75	4.75	4.75	4.75
Elevated Storage Capacity (millions/gal)	4.00	5.00	6.00	7.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	57,000,000	57,000,000
Department Meetings	14	14	14	14
Effectiveness				
Public Water System Rating	Superior	Superior	Superior	Superior
Percent Meeting Monthly Standards	100%	100%	100%	100%
Treatment Capacity (millions/gal)	30	30	30	30
GIS Integration of Systems	100%	100%	100%	100%

Measurable Outcomes:

- The treatment capacity is 45,000,000 gallons
- The Public Water System is again rated “Superior”

Administration	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 405,137	\$ 372,681	\$ 405,472	8.80%
Operations	74,955	102,807	125,043	21.63%
Capital				
Projects				
Total	\$ 480,092	\$ 475,488	\$ 530,514	11.57%

Administration	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
Assistant Director of Utility Operations	1	0	0	
GIS Technician	2	1	1	
Total	4	2	2	

BILLING & COLLECTIONS DEPARTMENT

MISSION STATEMENT:

The mission of the Billing & Collections department is to provide the highest quality, cost effective service to the citizens of Mansfield by processing and maintaining utility accounts, collect and receipt revenues, produce and monitor field work orders and provide statistical information to aid in the planning and development of the Utility Division.

Department at a Glance

The Billing & Collections department includes the billing supervisor, senior billing clerk, billing clerk, customer service representative, two (2) cashiers and receptionist. The billing & collections department budget increased 10.98% in FY 2012-2013 due to a 3% merit adjustment and increase in printing and distribution of water bills and late notices.

Key Goals and Objectives

Goal 1

Streamline the department's function utilizing automation or a lockbox option.

Objectives:

- Train staff to add charges to accounts prior to receipting payments.
- Route customers to cashier for payment once all fees are determined.
- Continue to accept on-line payments and ACH payments to improve efficiency.
- Speed the processing of checks by utilizing the new check reader application.

Goal 2

Maximize customer service to the citizens by cross training staff to fill voids in any job duties.

Objectives:

- Cross train all members of the department in at least two (2) areas of department responsibilities.
- Encourage staff to set up billing accounts instantly.
- Provide enhanced training to improve efficiency utilizing new web based systems.

Goal 3

Continue to utilize the website to enhance customer service.

Objectives:

- Review and update all procedures and incorporate any changes needed to encourage web passed payments.
- Develop customized reports to produce statistical information for staff.
- Continue to promote and encourage on line bill payment options.
- Reduce customer wait time by technology improvements.

Performance Objectives

- Answer calls for service in a timely manner.
- Utilize technology to enhance and streamline the billing function.
- Increase payments via the internet and automatic customer drafts.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Billing & Collections				
Demand				
Population	56,368	56,980	57,490	58,217
Active Meter Accounts	18,850	18,985	19,404	19,986
Workload				
Payments Processed	167,225	35,357	33,110	22,117
Walk In Customers (monthly)	2,311	1,928	1,648	1,399
New Utility Connections (annually)	2,515	2,441	2,069	2,131
Productivity				
"On & Off" Service Requests (annually)	4,806	4,715	4,092	4,297
Walk In Customers (monthly)	2,311	1,928	1,648	1,399
Staffing	7	7	7	7
Effectiveness				
Electronic Payments (annually)	58,975	192,463	199,738	217,715
Payments Processed	167,225	35,357	33,110	22,117
Walk In Customers (monthly)	2,311	1,928	1,648	1,399

Measurable Outcomes:

- Electronic payments have increased 269% since 2010 and the trend is expected to continue.
- "Walk In" customers have been reduced due to new electronic options for payment.

Billing & Collections Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 419,795	\$ 432,575	\$ 464,040	7.27%
Operations	282,707	292,844	341,057	16.46%
Capital Projects				
Total	\$ 702,502	\$ 725,420	\$ 805,097	10.98%

Billing & Collections Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Total	7	7	7	

METER READING DEPARTMENT

MISSION STATEMENT:

The mission of the Meter Reading department is to provide accurate, reliable and efficient meter reading services for the citizens.

Department at a Glance

The Meter Reading department includes the meter crew leader, meter reading supervisor two (2) meter technicians, four (4) meter readers and data entry clerk. The budget increased 11.90% due a 3% merit adjustments, market adjustments, overtime, fuel and supplies.

Key Goals and Objectives

Goal 1

Provide efficient and accurate meter reading services necessary to ensure accurate billing to the customer.

Objectives:

- Meter reading cycles shall be completed in a timely manner in order to provide citizens with a consistent billing period from month to month.
- Adding only 3-G meters to new housing additions so that meter readers and billing cycles will not be overwhelmed. Using 3-G meters increases the speed of reading for billing purposes and increases the accuracy for the customer.
- Maintain the number of meter reads per day without sacrificing accuracy.

Goal 2

Maintain the water meters in the city and improve the process of meter reading.

Objectives:

- Meters that have become difficult to read or inaccurate shall be changed out.

- Meter readers shall submit work orders for deficiencies that have been identified and, if addressed, will result in increased accuracy and/or efficiency as well as running weekly reports in an attempt to identify reading errors and/or problems with existing meters.
- Continue with our change out meter program, changing existing meters to 3-G meters that allow the meter reading staff to read meters with greater accuracy and speed.

Goal 3

Utilize available technology to improve efficiency and professional development of existing staff.

Objectives:

- Integrate the 3-G radio read meters with the cities GIS system.
- Implement fixed base technology to read large quantities of meters within seconds. Using this technology allows any information needed from a meter such as reading history, usage in real time and any other meter related activity.
- Continue to implement a training program that enables staff to expand their knowledge of most recent meter reading technology.

Performance Objectives

- Accurately read all meters in a timely manner.
- Repair and replace meters in a timely manner
- Expand the use of radio read meters to expedite the reading process.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Meter Reading & Repairs				
Demand				
Active Meter Accounts	18,850	18,985	19,404	19,986
Workload				
Average Meters Read (per meter reader)	4,788	3,928	3,728	4,930
Meter Re-Reads	3,585	4,126	3,640	3,831
Meter Sets per Month	24	36	42	23
Productivity				
Customer Service Requests	12,326	10,692	11,678	11,634
Cut Offs	4,815	3,024	3,920	4,044
Effectiveness				
Percent of Meters Read Monthly	100%	200%	300%	400%
New Meter Sets	331	427	581	273
Check Out Register	241	616	1,524	1,386

Measurable Outcomes:

- The department has maintained existing and new service levels utilizing electronic reading technology and reducing operating costs.
- Due to improved technology, customer service requests are expected to decrease in FY 2012-2013.

Meter Reading & Repair Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 404,352	\$ 397,066	\$ 458,867	15.56%
Operations	231,412	241,111	255,269	5.87%
Capital Projects				
Total	\$ 635,763	\$ 638,177	\$ 714,136	11.90%

Meter Reading Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	3	4	4	
Data Entry Clerk	1	1	1	
Administrative Assistant	1	1	1	
Total	8	9	9	

GENERAL SERVICES DEPARTMENT

MISSION STATEMENT:

The mission of the Water Distribution department is the maintenance and repair of approximately 290 miles of water pipeline ranging in size from 6-54 inches in diameter. The department is dedicated to providing consistent water service delivery to approximately 19,986 customer connections.

Department at a Glance

The Water Distribution Department includes the Field Operations Manager, five (5) utility technicians and five (5) tradesmen. The Water Distribution department budget decreased 1.09% due to reallocation of staff to other departments in the Utility Division.

Key Goals and Objectives

Goal 1

Maintain and repair the distribution system from the treatment plant to end users.

Objectives:

- Complete timely calls for service with limited disruption to customer's service.
- Report and provide accurate field notes on work orders completed.
- Maintain qualified and trained staff through ongoing training and state certification.

Goal 2

Structure a valve maintenance program.

Objectives:

Performance Objectives

- Maintain the water pipeline delivery system.
- Identify, track and replace the water pipeline system using the work order database.
- Improve the work order data management system.

- Utilize VMT and YUMA to exercise and operate all city valves.
- Utilize Infra-map in conjunction with GIS to accurately identify and label valves.
- Develop work orders and complete repairs to faulty valves.

Goal 3

Integrate Infra-map with GIS for management of assets.

Objectives:

- Locate and retrieve meter coordinates.
- Locate valve and hydrant coordinates.
- Utilize Infra-map to develop emergency response for main breaks.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Water Distribution				
Demand				
Water Pipeline System (miles)	286	286	296	306
Calls for Service (monthly)	1,945	2,687	3,392	2,237
Workload				
Minor Leaks Repaired	122	92	123	111
Main Leaks Repaired	39	76	66	34
Fire Hydrant Maintained	128	105	147	95
Productivity				
Valves Exercised	312	431	422	481
Water Taps	27	12	32	9
Effectiveness				
Calls Answered within 4 hours	100%	100%	100%	100%
Percent Meeting Monthly Standards	100%	100%	100%	100%

Measurable Outcomes:

- The department has maintained the existing pipeline system and 5 additional pipeline miles while reducing the operating budget.
- 100% of all service calls are answered within 4 hours.

General Services Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 555,764	\$ 677,943	\$ 665,719	-1.80%
Operations	271,786	145,316	139,519	-3.99%
Capital Projects		21,688	30,488	40.58%
Total	\$ 827,550	\$ 844,947	\$ 835,726	-1.09%

General Services Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Field Operations Manager	1	1	1	
Utility Technician	4	5	5	
Tradesman	5	5	5	
Total	10	11	11	

WASTEWATER COLLECTION DEPARTMENT

MISSION STATEMENT:

The mission of the Wastewater Collection department is to provide customers of the system with superior service in a sanitary and cost effective manner. The department will provide all necessary service to ensure the proper operation and maintenance of approximately 19,986 customer service connections, 257 miles of sewer mains, 13 sanitary sewer pump stations and 2 sewer metering stations.

Department at a Glance

The Wastewater Collection department includes the Field supervisor, crew leader, utility technician and five (5) tradesmen. The Wastewater Collection department budget decreased 2.89% due to an estimated decrease in sewer treatment and replacement equipment costs

Key Goals and Objectives

Goal 1

The department will meet the needs of a growing sanitary sewer customer base by improving and prioritizing maintenance activities with the work order data management system and to repair existing plastic sewer mains throughout the city.

Objectives:

- Customize the report function of the work/order data base system to make maximum use of historical information related to recurring maintenance issues.
- Improve the generation, collecting and tracking of work orders to reduce travel time and improve program efficiency.
- Track maintenance time and cost to evaluate replacement or repair options.

Goal 2

The department will monitor existing sewer pipeline capacity and conditions to ensure uninterrupted service and adequate availability in high growth areas.

Objectives:

- Staff will note sewer line capacity on new work order forms and provide information that will prioritize projects and update planning efforts.
- Staff will provide a monthly report of any system overflow or blockage for system evaluation.
- Video inspections of slow flowing or problem mains will allow staff to identify specific locations for repair and improve the flow in existing mains.

Goal 3

Staff will aid in the maintenance and updates of the sanitary sewer system computer model and sewer master plan by providing field services and recorded observations.

Objectives:

- Staff will provide pertinent work order information to the GIS system and engineering staff that will be used to keep the sanitary sewer model updated.
- Staff will provide historical information relative to the analysis of the individual sewer drainage basins.

- Smoke testing will be utilized to evaluate sewer pipeline conditions and identify immediate repairs.

Performance Objectives

- Improve and prioritize maintenance activities.
- Monitor sewer conditions to provide uninterrupted service.
- Provide field services to identify and improve problem areas.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Wastewater Collection				
Demand				
Sewer Lines (miles)	253	255	258	268
Sewer Customers	16,881	16,987	17,114	17,249
Calls for Service	1,588	3,019	3,260	3,786
Workload				
Sewer Line Video Inspections	47	36	57	58
Lift Station Maintenance	1,692	1,965	1,923	2,453
Average Daily Sewer Flow (gallons)	5,350,000	5,140,000	5,450,000	5,700,000
Productivity				
Sewer Lines Repaired	23	28	64	23
Manholes Cleaned	1,027	1,260	1,016	799
Sewer Taps	7	6	6	3
Effectiveness				
Service Requests answered within 4 hour	100%	100%	100%	100%
Grease Trap Inspections		916	972	376
Waste Hauler Inspections		101	139	72

Measurable Outcomes:

- Additional sewer lines have been added with no increase in staff or operational costs other than sewer treatment cost increases.
- New Grease Trap and Water Hauler inspections will be done without an increase in staff or operational costs.

Wastewater Collection Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 425,961	\$ 474,134	\$ 537,368	13.34%
Operations	3,691,518	4,450,107	4,244,415	-4.62%
Capital Projects				
Total	\$ 4,117,479	\$ 4,924,241	\$ 4,781,783	-2.89%

Sewer Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Field Supervisor	1	1	1	
Crew Leader (Sewer)	1	1	1	
Utility Technician (Sewer)	1	1	1	
Tradesman (Sewer)	5	5	5	
Total	8	8	8	

TREATMENT SERVICES

MISSION STATEMENT:

The mission of the Water Quality Department is to provide citizens with a superior public drinking water source and to meet all state and federal requirements regarding quality, monitoring and reporting practices as cost efficiently as possible.

Department at a Glance

The Treatment Department budget includes the Maintenance Supervisor, Plant Manager, Chief Operator “A”, two and one half (2.5) positions, Plant Operator “B”, two (2) Plant Operator “C”, three (3) Operator Trainee, one (1) building and yard maintenance staff. The Water Quality Department budget increased 6.55% in FY 2012-2013 due to increases in water purchase costs, chemicals, system maintenance and a 3% merit adjustment.

Key Goals and Objectives

Goal 1:

Maintain the Superior Public Drinking Water System ranking issued by the Texas Natural Resources Conservation Commission by meeting all pending revisions to rules that govern drinking water production and distribution.

Objectives:

- Provide continuing education and training to operators and distribution staff so that updated information on new rules, methods and requirements are employed to maintain system integrity and compliance.
- Continuously review and modify when necessary existing treatment methods and system operations based on new state and federal regulations.
- Evaluate and modify monitoring and reporting practices to meet new regulations and improve treatment processes.

Goal 2:

Raise awareness of regional water related issues in the community.

Objectives:

- Host educational events including but not limited to rain barrel classes, irrigation controller classes, landscape irrigation system maintenance classes and Texas Smart Scape classes.
- Provide literature and staff expertise at local events (parades, festivals and community events).
- Teach Kid Zone participants from the Mansfield Activity Center about water conservation, recycling and environmental stewardship.

Goal 3:

Reduce costs in the treatment plant operations and maintenance

Objectives:

- Utilize high service pump energy study results to reduce energy consumption and optimize high service pump operations
- Optimize treatment plant operations related to chemical usage.
- Continue to develop the Predictive Maintenance Program (PMP). The thermal imaging camera will be used to identify problems in equipment earlier so that repairs can be made before equipment failure.

Performance Objectives

- Maintain a Superior Public Drinking Water System by water sampling on a regular basis.
- Reorganize the department to improve service delivery.
- Minimize the effects of development and construction projects.
- Comply with all state and federal guidelines relating to public water systems.
- Increase water accountability annually.

	Actual	Actual	Budget	Budget
Water Quality	2009/2010	2010/2011	2011/2012	2012/2013
Demand				
Average Monthly Water Flow (gallons)	314,463,721	357,523,660	343,200,000	343,200,000
Water Customers	18,562	19,097	19,688	20,362
Bacteriological Samples	720	720	720	720
Workload				
Annual Purchased Drinking Water (gallons)	395,000	395,000	395,000	395,000
Annual Raw water Purchased (millions/gal)	3.8	4.304	3.84	4.119
Average KWH Water Pumped	1,054	1,048	1,032	1,032
Annual Plant Production (billions/gal)	3,774	4,300	4,300	4,300
State of Texas Compliance Samples	24	24	24	30
Irrigation Systems	11,000	11,205	11,412	11,600
Water Conservation Initiatives	5	6	7	10
Productivity				
Ground Storage Capacity (millions/gal)	4.25	4.25	4.25	4.25
Elevated Storage Capacity (millions/gal)	4.00	4.00	4.00	4.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	57,000,000	57,000,000
Treatment Capacity (gallons)	30,000,000	45,000,000	45,000,000	45,000,000
Irrigation Plans reviewed within 24 Hours	100%	100%	100%	100%
Effectiveness				
Public Water System	Superior	Superior	Superior	Superior
Accountability (water billed)	96%	95%	95%	95%
Positive Total Coliform/Fecal Bacteria San	None	None	None	None
Citizen participation in conservation	635	1,000	1,000	1,000
Compliance with EPA Pretreatment Regul	100%	100%	100%	100%

Measurable Outcomes:

- The Public Water System has been rated “Superior” by the State of Texas.
- No Coliform or Bacteria has been found in the Public Water System
- Citizen participation in water conservation efforts has increased 1000% since initiatives began.

Treatment Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 814,306	\$ 752,036	\$ 763,252	1.49%
Operations	4,434,155	5,780,281	6,197,084	7.21%
Capital Projects				
Total	\$ 5,248,461	\$ 6,532,317	\$ 6,960,336	6.55%

Water Quality (under Treatment Services)

Water Quality Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 59,446	\$ 72,538	\$ 127,649	75.98%
Operations	29,479	42,381	63,891	50.75%
Capital Projects				
Total	\$ 88,925	\$ 114,919	\$ 191,540	66.67%

Laboratory Services (under Treatment Services)

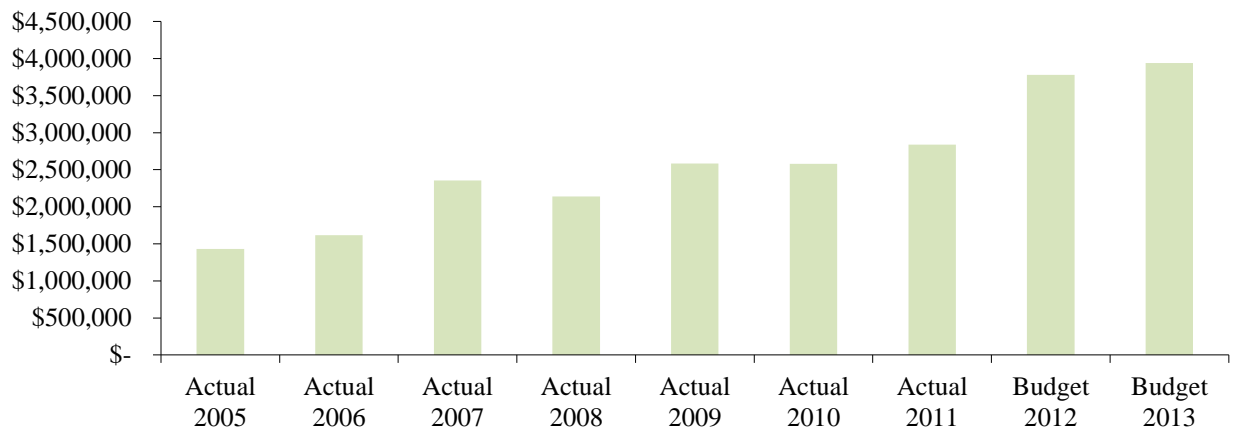
Laboratory Services Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 58,870	\$ 73,815	\$ 81,860	10.90%
Operations	10,215	17,714	25,024	41.27%
Capital Projects				
Total	\$ 69,085	\$ 91,528	\$ 106,883	16.78%

Water Demand (under Treatment Services)

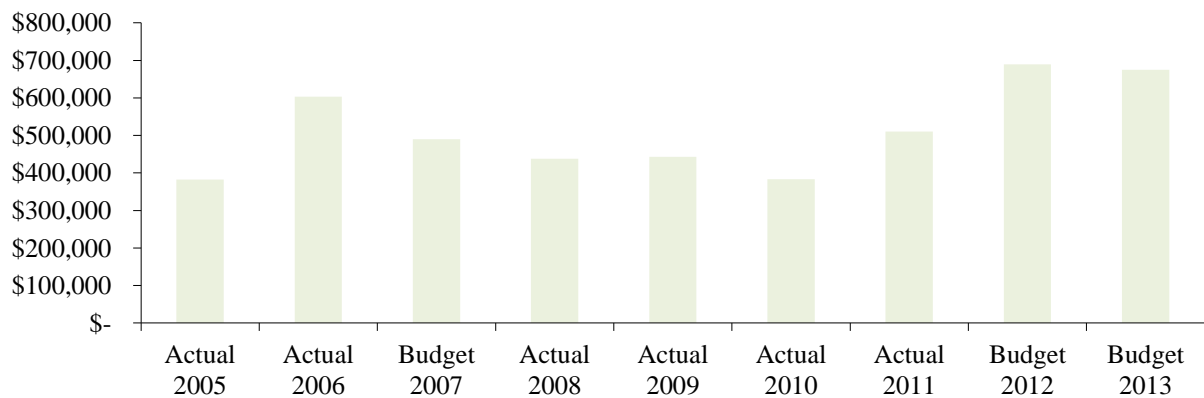
Water Demand Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$	77,671	\$ 82,126	5.73%
Operations	8,336	27,221	24,753	-9.07%
Capital Projects				
Total	\$ 8,336	\$ 104,892	\$ 106,879	1.89%

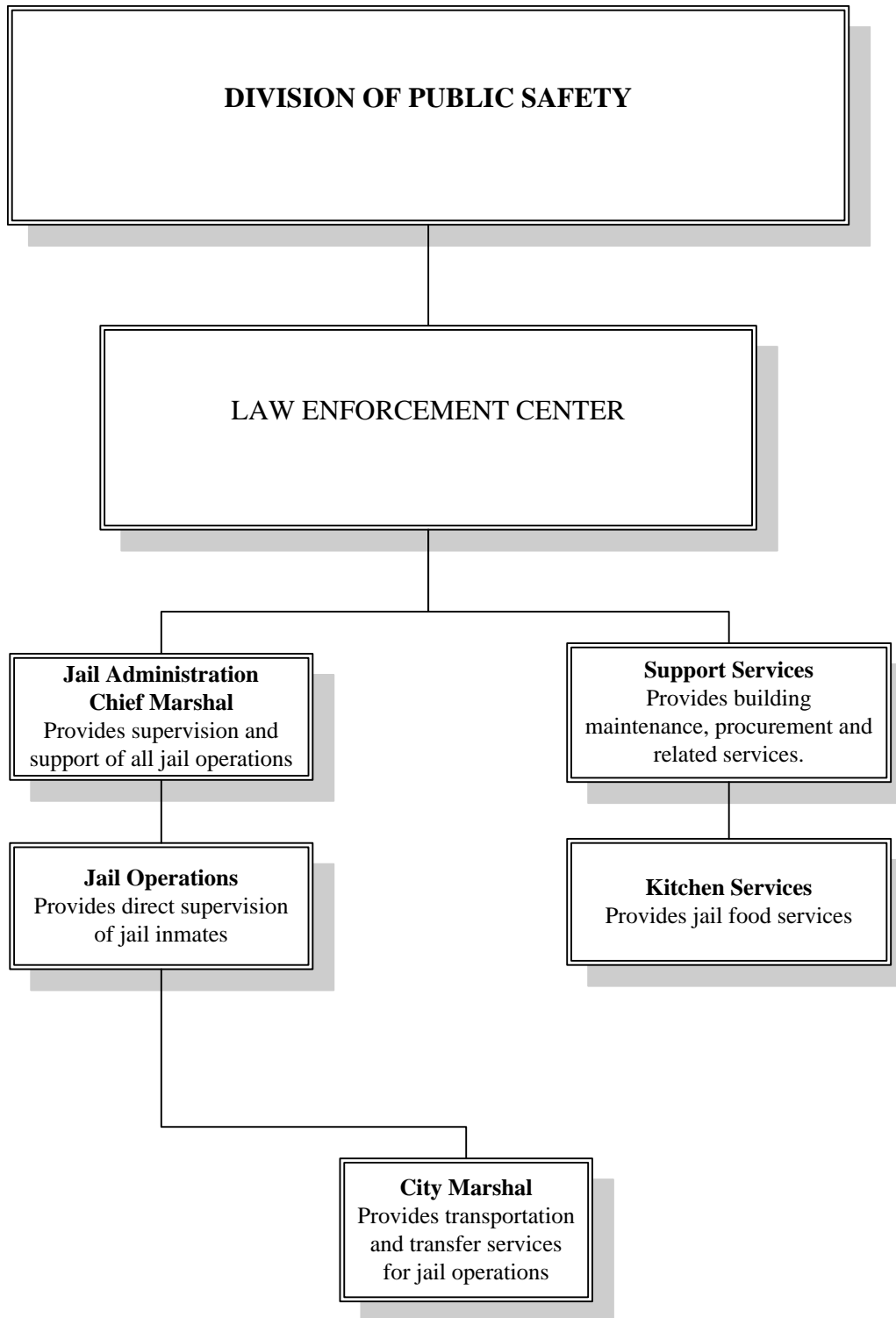
Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Water Plant Manager	1	1	1	
Pre-Treatment Coordinator	1	1	1	
Chief Operator A	1	3.5	3.5	
Irrigation Inspector	1	2	2	
Plant Operator B	3	2	2	
Plant Operator C	5	2	2	
Plant Operator Trainee	1	1	1	
Lab Technician	1	1.5	1.5	
Building Staff	1	1	1	
Part Time	0.25	0.5	0.5	
Total	15.25	15.50	15.50	

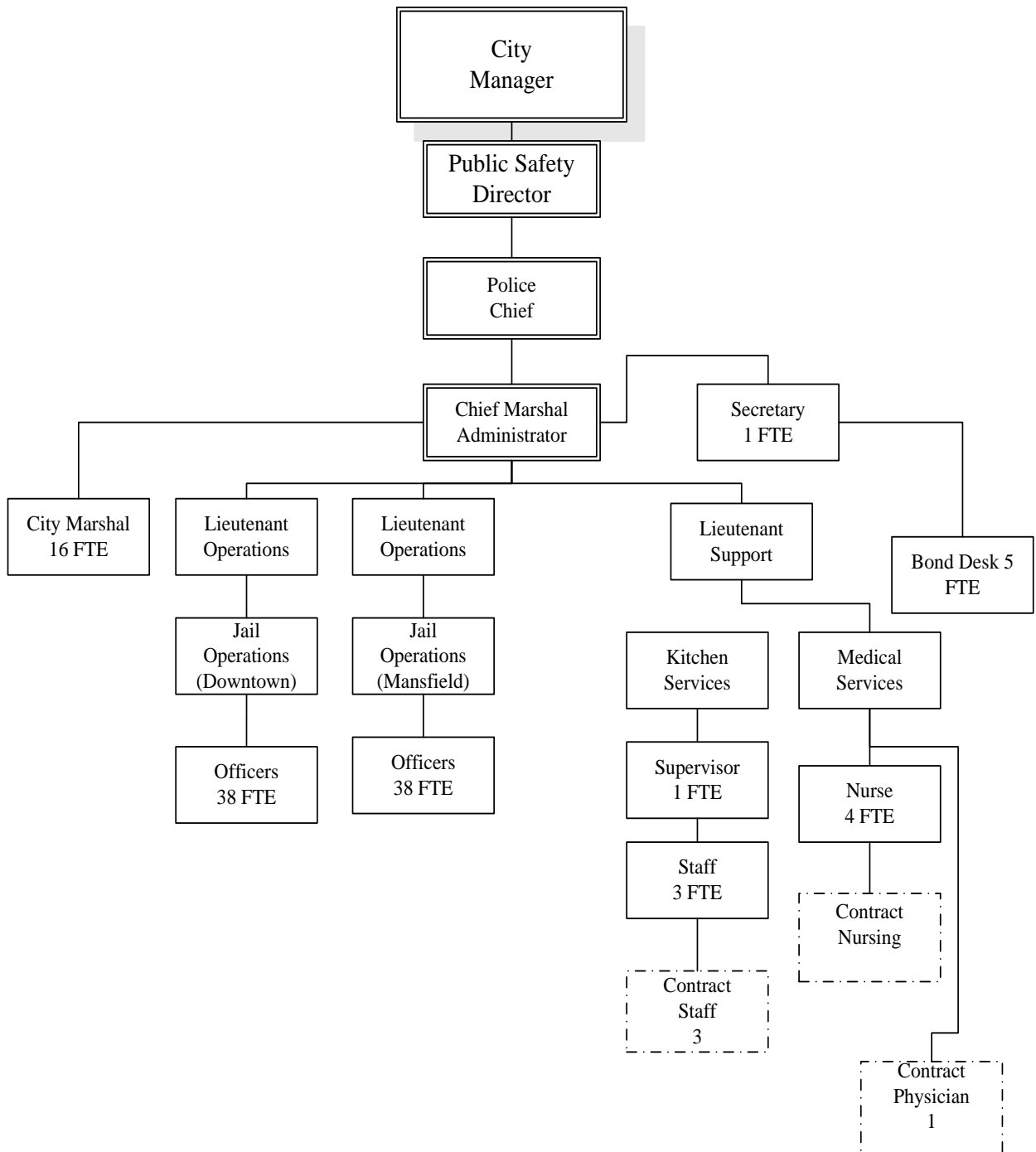
Water Purchase Costs



Electric Costs







At a Glance

The Jail Division Highlights

- ❑ The Jail has contracts with the Federal Government & The City of Ft. Worth to house prisoners.
- ❑ The Average Daily Inmate population is 192 prisoners.
- ❑ The jail generates approximately \$6.9 million dollars in housing revenue
- ❑ The General Fund is estimated to supplement jail operations of \$1,094,108.

DIVISION AT A GLANCE

LAW ENFORCEMENT CENTER

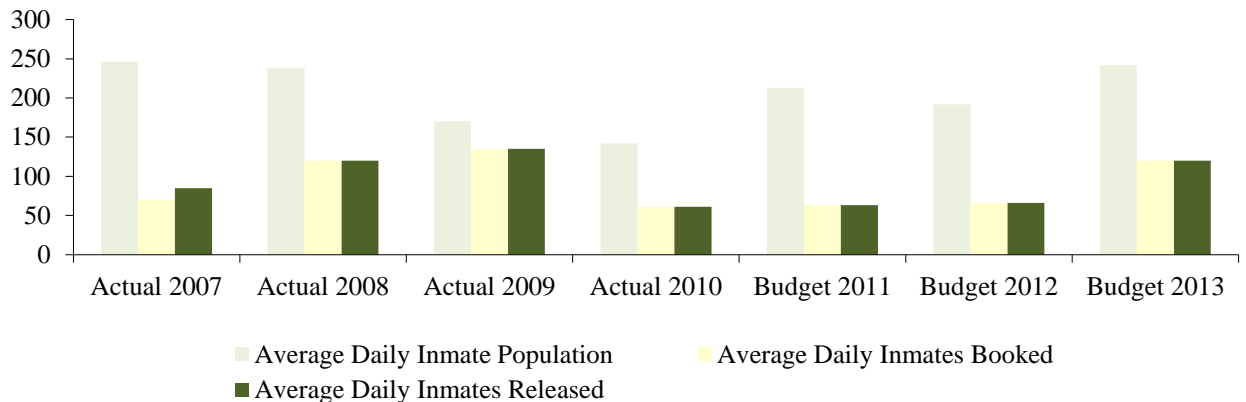
Budget Summary

The Law Enforcement Center Division includes the Administration, Operations, City Marshal, Support, Kitchen and Medical departments. The Law Enforcement Center budget increased 9.64% due to a 3% merit adjustment, market adjustments, funding of previously frozen positions and increased costs for supplies.

Departments	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Administration	\$ 203,725	\$ 215,150	\$ 233,659	8.60%
Operations	5,032,752	4,747,235	5,220,045	9.96%
City Marshal	1,039,602	1,012,771	1,183,434	16.85%
Support	547,378	550,606	532,378	-3.31%
Food Service	589,755	587,183	648,159	10.38%
Medical	477,081	454,196	479,316	5.53%
Total	\$ 7,890,293	\$ 7,567,142	\$ 8,296,990	9.64%

Division Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 6,591,299	\$ 6,466,630	\$ 7,186,397	11.13%
Operations	1,298,994	1,060,513	1,110,593	4.72%
Capital Projects		40,000		
Total	\$ 7,890,293	\$ 7,567,142	\$ 8,296,990	9.64%

Average Daily Inmate Population



SUMMARY OF LAW ENFORCEMENT STAFFING

Law Enforcement Center Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Jail Administrator	1	1	1	
Secretary	1	1	1	
Captain	1	0	0	
Lieutenant	1	3	4	1
Sergeant Operations	4	6	4	-2
Corporal	3	6	6	
Correctional Officer	76	63	63	
Sergeant-City Marshal	0	0	2	2
Corporal-City Marshal	0	0	1	1
City Marshal	10	16	13	-3
Bond Clerks	5	5	5	
Head Cook	1	1	1	
Staff	3	0	0	
Kitchen Aide	4	3	3	
Nurse*	4	4	5	1
Total	114	109	109	0

*Includes two part-time positions

Do You Know?

The Mansfield City Marshal's Office will expand services in FY 2012-2013 and assist the Municipal Court in serving warrants and maintaining court services.



ADMINISTRATION DEPARTMENT

MISSION STATEMENT:

The mission of the Administration department is to provide a secure, safe and beneficial controlled inmate facility, and inmate services, to the citizens of Mansfield and associated contract agencies housing prisoners at the Law Enforcement Center.

Department at a Glance

The Administration department budget increased 8.60% due to a 3% merit adjustment and additional operational costs including auditing, fuel, training and supplies.

Key Goals and Objectives

Goal 1:

Provide exceptional services to the Mansfield Police Department, the City of Ft. Worth, the United States Marshal's Service, and the Mansfield Independent School district as set forth in Inter-local agreements.

Objectives:

- Continue the timely booking and releasing of all inmates.
- Provide all contracted inmate services as provided in agreements, contracts and addendums.

Goal 2:

Increase the effectiveness of the overall jail operations.

Objectives:

- Provide adequate service with reduced operating expense.
- Evaluate and adjust current assets to streamline operations.

Goal 3:

Increase the revenue to support jail operations by fulfilling the terms and conditions of existing contracts and continue to explore opportunities with other Cities.

Objectives:

- Provide quality inmate housing services to the City of Ft. Worth based on provisions as set forth in the contract to ensure the continuation of existing contracts.
- Aggressively expand contract opportunities with Federal Agencies and neighboring Cities.

Performance Objectives

- Provide support for contractual services as set forth in inter local agreements
- Increase the revenue base wherever possible.
- Increase the overall effectiveness and efficiency of jail operations

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Administration				
Demand				
Service Departments	6	6	6	6
Division Staff budgeted	113	114	109	109
Division Budget	\$ 7,526,605	\$ 7,890,293	\$ 7,567,142	\$ 8,296,990
Workload				
Staff supervised	113	114	109	109
Average Daily Inmate Population	142	213	190	242
Intergovernmental Agreements	4	4	4	4
Productivity				
Percent of Jail Beds Occupied	52%	77%	69%	88%
Staffing Levels Required	113	114	109	109
Effectiveness				
Housing Revenue	\$ 6,161,507	\$ 6,421,396	\$ 6,399,241	\$ 6,966,576
Telephone Revenue	\$ 93,610	\$ 102,268	\$ 93,610	\$ 102,268
Average Cost per Inmate per Day	\$ 145.22	\$ 101.49	\$ 109.12	\$ 93.93
Number of Agencies Using Facility	6	6	6	6

Measurable Outcomes:

- Maintain a 15 minute or less intake time to allow officers to return to in service status.
- Increase revenue and lower cost to offset the general fund transfer as compared to previous years.

Administration Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 178,289	\$ 186,532	\$ 195,767	4.95%
Operations	25,437	28,618	37,892	32.41%
Capital Projects				
Total	\$ 203,725	\$ 215,150	\$ 233,659	8.60%

Administration Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Jail Administrator	1	1	1	
Secretary	1	1	1	
Total	2	2	2	

OPERATIONS DEPARTMENT

MISSION STATEMENT:

The mission of the Operations department is to ensure that we, as a team, are meeting the obligations of the City of Mansfield and related contract inmates housed at the Law Enforcement Center and Belknap Facility by providing a safe and secure environment for staff and inmates; providing essential jail services including monitoring, feeding, receiving, booking, releasing, hygiene services, recreation and transportation of inmates housed at the Law Enforcement Center and Belknap facilities.

Department at a Glance

The Operations department budget increased 9.96 FY 2012-2013 due to a 3% merit adjustment, market adjustments and estimated overtime costs. The department include (78) staff including three (3) lieutenants, four (4) sergeants, six (6) corporals and sixty-four (64) correctional staff.

Key Goals and Objectives

Goal 1:

Increase the level of training for staff.

Objectives:

- Provide additional in house training including officer safety and defensive tactics.
- Provide continuing supervisory training to key supervisory staff.

Goal 2:

Reduce job related stress and promote team building.

Objectives:

Performance Objectives

- Provide adequate staffing levels on all shifts.
- Increase the training hours of each supervisor by 10 hours.
- Reduce the number of grievance reports from inmates over the previous year.

- Reduce the amount of overtime requirements by maintaining an adequate staffing level.
- Provide employee commendations for going above and beyond service requirements.

Goal 3:

Reduce the level of liability exposure.

Objectives:

- Continue to enhance the training program through yearly compliance and performance testing of the Field Training Officers.
- Promote supplementary inmate checks throughout each shift.

Operations	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Operations Staff	94	94	89	90
Average Daily Inmate Population	142	213	190	242
Workload				
Inmates Transported Daily	55	66	70	84
Average Daily Inmates booked	61	99	102	120
Average Daily Inmates released	61	99	102	120
Housing Units supervised	15	15	15	15
Productivity				
Inmates processed daily	122	132	132	158
Average Processing time (minutes)	30	30	30	30
Minimum staffing-8 Hour shift	26	26	26	26
Effectiveness				
Turnover Rate	5%	18%	17%	15%
Mandatory Training Provided	100%	100%	100%	100%

Measurable Outcomes:

- Increase the training hours of each supervisor by 10 hours each.
- Reduce the number of grievance reports from inmates over previous years.

Operations	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 4,684,743	\$ 4,585,277	\$ 5,038,827	9.89%
Operations	348,009	161,958	181,218	11.89%
Capital				
Projects				
Total	\$ 5,032,752	\$ 4,747,235	\$ 5,220,045	9.96%

City Marshal	Actual	Budget	Budget	% Change
Summary	2010/2011	2011-2012	2012/2013	2012/2013
Personnel Services	\$ 1,001,619	\$ 954,242	\$ 1,121,219	17.50%
Operations	37,983	58,529	62,215	6.30%
Capital				
Projects				
Total	\$ 1,039,602	\$ 1,012,771	\$ 1,183,434	16.85%

Operations	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Captain	1	0	0	
Lieutenant	1	4	4	0
Sergeant Operations	4	6	7	1
Corporal	3	6	6	
Correctional Officer	76	63	64	1
Sergeant-City Marshal	2	2	2	0
Corporal-City Marshal	1	1	1	0
City Marshal	10	13	14	1
Total	98	95	98	3

MARSHALS OFFICE

MISSION STATEMENT:

The mission of the Marshal's Office is to ensure that we, as a team, are meeting the obligations of the City of Mansfield and related contract inmates housed at the Law Enforcement Center and Belknap Facility by providing a safe and secure environment for staff and inmates and providing essential jail services. Such services include but not limited to, transportation of inmates housed at the Law Enforcement Center and Belknap facilities in an effective and economically efficient manner while keeping security of the inmates and facility as a highest priority.

Department at a Glance

The Marshal's office budget decreased 16.85% in FY 2012-2013 due to a 3% merit increase, market adjustments, overtime increases and supplies. The City marshal's offices consist of sixteen (16) city marshal positions that include two (2) frozen positions.

Key Goals and Objectives

Goal 1

Utilize the Marshal's in the global operation.

Objectives:

- Provide inclusive court security.
- Provide ongoing warrant service.

Goal 2:

Improve effective use and turnover of vehicles.

Objectives:

Measurable Outcomes:

- Reduce court security cost.
- Improve court revenue from warrants cleared.

- Provide a system to ensure equal use of all vehicles to prolong the life of each vehicle.
- Evaluate vehicles to be replaced or refurbished.

Goal 3:

Implement ongoing training schedules to meet changing demands.

Objectives:

- Conduct a training audit to determine appropriate use of training funds and resources.
- Adapt training to meet new needs as they arise.

SUPPORT SERVICES DEPARTMENT

MISSION STATEMENT:

The mission of the Support Services department is to provide services related to the Law Enforcement Center such as building maintenance, facility supply services, and food services for the City of Mansfield prisoners and associated contract agencies housing prisoners at the Law Enforcement Center.

Department at a Glance

The Support Services department budget decreased 3.31% in FY 2012-2013 due to a reduction in capital equipment replacement. The Support Services department includes five (5) bond clerks.

Key Goals and Objectives

Goal 1:

Ensure adequate services of a liaison/custodian to ensure that correctional officers can focus on their assigned duties.

Objectives:

- Ensure that the cleaning duties are handled by the custodian to streamline the workload of correctional officers.
- Timely complete requests for service by inmates.

Goal 2:

Minimize expenditures related to the procurement of goods and services.

Objectives:

- Utilize additional storage space to provide space for bulk purchasing opportunities of chemicals, janitorial supplies and other related items.
- Seek competitive pricing to ensure the best price is obtained for goods and services.

Goal 3:

Maintain an acceptable level of downtime of equipment.

Objectives:

- Provide to the maintenance department the assistance of the custodian by handling minor maintenance issues.
- Conduct preventative maintenance to prolong the lifespan of current equipment.

Performance Objectives

- Provide adequate computer stations to ensure the flow of information in a timely manner.
- Minimize equipment downtime whenever possible.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Support				
Demand				
Computer Systems	28	28	28	30
Square Footage	42,816	42,816	42,816	42,816
Workload				
Work Orders Processed	250	748	936	1,080
Housing Units	15	15	15	15
Productivity				
Work Orders Completed	225	748	936	1,080
Cooperative Purchasing Agreements	4	4	4	4
Effectiveness				
Staffing Level	5	5	5	5
Housing Units	15	15	15	15
Work Orders Completed	250	748	936	1,080

Measurable Outcomes:

- Reduce the expenses for supplies from previous years.
- Reduce the number of grievances as it relates to service from the previous years.

Support Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 233,044	\$ 243,379	\$ 272,268	11.87%
Operations	314,334	267,228	260,110	-2.66%
Capital Projects		40,000		-100.00%
Total	\$ 547,378	\$ 550,606	\$ 532,378	-3.31%

Support Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Bond Clerks	4	5	5	
Total	4	5	5	

FOOD SERVICE DEPARTMENT

MISSION STATEMENT:

The mission of the Food Service department is to provide nutritionally balanced, pleasant tasting, filling meals in a sanitized, efficiently operated environment. The Food Service department is responsible for maintaining state and national nutritional standards.

Department at a Glance

The Food Service department budget increased 10.38% due to a 3% merit increase, increased supplies for the estimated increase in inmate population and continued utilization of contract labor whenever possible. The Food Service department includes one (1) head cook, three (3) kitchen aides. Three (3) contract labor positions will be utilized to supplement staffing as needed.

Key Goals and Objectives

Goal 1:

Update food and dietary menus.

Objectives:

- Continue to develop cost effective ordering, menu planning and staff training.
- Create and maintain new cooking options.

Goal 2:

Maintain and replace parts on existing equipment.

Objectives:

- Ensure consistent operational conditions on all appliances.
- Maintain a preventative maintenance program for all existing equipment.

Goal 3:

Maximize Production.

Objectives:

- Schedule staff to decrease overtime whenever possible.
- Provide adequate training for staff.

Performance Objectives

- Update food and dietary menus.
- Maintain existing equipment.
- Maintain a well- trained, adequate kitchen staff.

Kitchen	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Demand				
Average Daily Inmate Population	142	213	190	242
Average Daily Meals Served	426	639	570	726
Workload				
Average Daily Meals Served	426	639	570	726
Daily Meals	3	3	3	3
Hot Meals served Daily	2	2	2	2
Productivity				
Average Daily Calorie Count	2,600	2,800	2,800	2,800
Average Daily Meals Served	426	639	570	726
Hot Meals served Daily	2	2	2	2
Effectiveness				
Staffing Level	8	7	7	7
Cost per Inmate per day	\$ 3.27	\$ 3.56	\$ 3.86	\$ 3.25

Measurable Outcomes:

- Reduce food expenditure per inmate from previous year by 5%.
- Improve or replace existing menu.

Food Service Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 253,763	\$ 206,684	\$ 214,946	4.00%
Operations	335,992	380,499	433,213	13.85%
Capital Projects				
Total	\$ 589,755	\$ 587,183	\$ 648,159	10.38%

Kitchen Full Time Equivalent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Head Cook	1	1	1	
Cooks	3	0	0	
Kitchen Aide	4	3	3	
Total	8	4	4	0

MEDICAL SERVICES DEPARTMENT

MISSION STATEMENT:

The mission of the Medical Services department is to provide medical services in support of informational, educational and actual medical care needs of all inmates housed at the Law Enforcement Center.

Department at a Glance

The Medical Services department budget increased 5.53% due a 3% merit increase and the addition of two (2) part time positions. The Medical service department includes four (4) nurses and two part-time nurses. Medical services are also provided by a doctor on a contract basis.

Key Goals and Objectives

Goal 1:

Reduce medical expense.

Objectives:

- Order medication in bulk form.
- Establish additional suppliers to maximize potential savings.

Goal 2:

Educate inmates as to treatment options and specific medical conditions to facilitate care.

Objectives:

Performance Objectives

- Meet inmate needs for medical information.
- Educate inmates as to treatment options.
- Stabilize and diagnose inmate injuries and illnesses to obtain proper medical attention.

- Demonstrate care and treatment options.
- Distribute personal care information according to prescribed medical condition or disease.

Goal 3:

Meet inmate needs for information regarding specific medical problems.

Objectives:

- Timely review of inmate requests.
- Maintain a weekly review of medications, supplies and equipment to assure medications are bought in bulk.

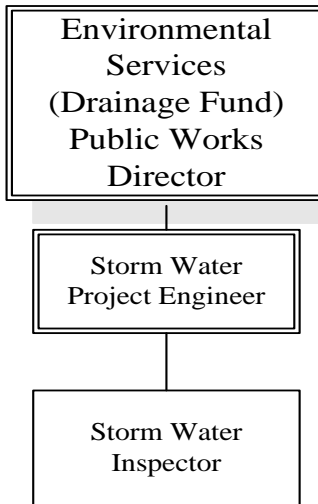
	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Medical				
Demand				
Average Daily Inmate Population	142	213	190	242
Average Daily New Arrivals	61	66	79	94
Average Daily Nursing Assessment	61	66	79	94
Workload				
Sick Calls per Week	103	155	126	151
Doctor Called	260	228	197	236
Medications Dispensed (annual)	46,647	69,970	62,415	79,497
Productivity				
Staffing Level	5	5	4	5
Average Inmate Sick Call (weekly)	103	155	126	151
Inmate Deaths	None	None	None	None
Effectiveness				
Inmate Deaths	None	None	None	None
Doctor Called	260	228	197	236
Medication Dispensed	46,647	69,970	62,415	79,497

Measurable Outcomes:

- Reduce medical expenses over the previous year compared to the inmate population.
- Reduce the number of grievances for medical over the previous year.

Medical Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 239,841	\$ 290,516	\$ 343,371	18.19%
Operations	237,240	163,680	135,945	-16.94%
Capital Projects				
Total	\$ 477,081	\$ 454,196	\$ 479,316	5.53%

Medical Summary	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 239,841	\$ 290,516	\$ 343,371	18.19%
Operations	237,240	163,680	135,945	-16.94%
Capital Projects				
Total	\$ 477,081	\$ 454,196	\$ 479,316	5.53%



At a Glance

The Drainage Fund Highlights

- ☐ 13,272 feet of box culverts cleaned annually.
- ☐ 32,659 feet of open channels cleaned annually.

ENVIRONMENTAL SERVICES DEPARTMENT

MISSION STATEMENT:

The mission of the Environmental Services Department is to oversee and implement the City's Municipal Separate Storm Water Sewer System (MS4) Permit, develop drainage capital improvement projects and schedule drainage improvement maintenance activities.

Department at a Glance

The Environmental Services Department is funded through fees assessed to residential and commercial customers. The fund includes one (1) storm water manager and partial allocations of salary and benefits of the street supervisor, public works director and inspector. The Drainage Utility Fund budget increased 8.23% in FY 2012-2013 due to an increase in drainage projects throughout the city.

Key Goals and Objectives

Goal 1:

Fully implement all measures submitted to the TCEQ through the Storm water Management Plan developed for the City of Mansfield.

Objectives:

- Continue to implement measures from the previous permit year as well as any additional measures for the upcoming permit year.
- Continue to evaluate the effectiveness of control measures to improve surface water quality.
- Cease ineffective control measures and replace with more effective control measures when needed.

Goal 2:

Identify drainage capital improvement needs.

Objectives:

- Continue to implement capital improvement projects as identified in the current CIP plan.
- Identify new CIP projects and reprioritize as needed.

Goal 3:

Conduct regular drainage infrastructure maintenance in a timely manner.

Objectives:

- Ensure drainage channels and other areas are maintained to provide adequate capacity and reduce the risk of flooding to adjacent structures.
- Ensure the vegetation of drainage channels and other areas are maintained to provide adequate fire protection.
- Identify drainage infrastructure in need of reconstruction.

Performance Objectives

- Maintain 11 miles of channel & ditch areas.
- Ensure all vegetation is controlled to allow proper drainage.

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013
Drainage Utility Fund				
Demand				
Calls for Service	267	267	260	310
Workload				
Calls for Service	267	267	260	310
Vegetation Control (acres)	56	56	56	56
Ditch & channel Maintenance (miles)	11	11	11	13
Productivity				
Vegetation Control (acres)	56	56	56	56
Box Culverts Cleaned-Annually (feet)	10,072	10,072	10,072	10,072
Open Channels Cleaned-Annually (feet)	59,163	59,163	59,163	59,165
Pipe Channels Cleaned-Annually (feet)	41,196	41,196	41,196	42,500
Effectiveness				
Master Drainage Studies Completed	0	0	1	2
Master Drainage Projects Completed	0	0	3	2
Bonds Issued for Improvements	0	0	0	0

Measurable Outcomes:

- 11 miles of ditch and channel areas are cleaned annually to provide adequate drainage flow.
- 56 acres of vegetation are cleaned and mowed annually.

	Actual 2010/2011	Budget 2011-2012	Budget 2012/2013	% Change 2012/2013
Departments				
Operations	792,669	841,775	944,922	12.25%
Total	\$ 792,669	\$ 841,775	\$ 944,922	12.25%

Division	Actual 2010/2011	Budget 2010-2011	Budget 2011-2012	% Change 2011-2012
Summary				
Personnel Services	\$ 205,606	\$ 256,683	\$ 241,962	-5.74%
Operations	587,063	585,092	702,960	20.15%
Capital				
Projects				
Total	\$ 792,669	\$ 841,775	\$ 944,922	12.25%

SPECIAL REVENUE FUNDS

The Special Revenue Funds are used to account for proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation, Mansfield Economic Development Corporation and new in FY 2012-2013, the Tree Mitigation Fund.

NEW in FY 2012-2013, is the City of Mansfield Tourism Department funded by an annual appropriation approved by City Council during the budget adoption. The Tourism Department is fund from Hotel/Motel Tax Fund.

THE HOTEL/MOTEL TAX FUND

The Hotel/motel Tax Fund is used to account for Hotel/Motel tax revenues. Section 351.101 of the Texas Tax Code, Use of Tax Revenue, states that revenue from the municipal hotel occupancy tax may be used to promote tourism and the convention/hotel industry.



HOTEL/MOTEL TAX FUND

MISSION STATEMENT:

The mission of the Hotel/Motel Tax Fund is to promote programs related to tourism, advertising, promotions, programs advancing the arts and historical preservation within the City of Mansfield.

Department at a Glance

The Hotel/Motel Tax is used to fund various organizations that promote tourism, art and historical preservation. In FY 2012-2013, \$571,769 or 38.21% increase in available funds from 2011-2012. The primary estimated increase in available funds is due to the City of Mansfield aggressive marketing of events including Rockin 4th of July, Wursthfest, Historic Downtown Festivals & Events and the City's parks including Hawaiian Falls and Big League Dreams Sports Park. In addition, the Mansfield Independent School District has hosted many sporting events including events at the new Vernon Newsom Stadium, Rotary Basketball tournament and tennis tournaments throughout the year. The city has expanded its tourism program by creating a "We've Got Game" website to consolidate tourism information on one website.

Key Goals and Objectives

Goal 1:

Allocate and restrict resources from the Hotel & Motel Occupancy Tax to promote programs for the betterment of the City of Mansfield (as defined by section 351.101 of the Texas Tax Code).

Objectives:

- Dedicate 35% of the resources to advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the municipality or local vicinity.
- Dedicate 15% of the resources to encourage, promote and improve the application of the arts, including instrumental and vocal music, dance, folk, art, creative writing, architecture, design and allied fields, painting, sculpture, photography, graphic and graphic arts, motion pictures, radio, television, tape & sound recording and other arts

related to the presentation, performance, execution and exhibition of these major art forms.

- Dedicate 50% of the resources to restoration and preservation projects or activities that encourage tourists and convention delegates to visit preserved historical sites or museums.

Goal 2:

Promote the local hotels to increase hotel occupancy and tourism.

Objectives:

- Encourage advertising in various magazines, websites and local organizations to promote the City of Mansfield's hotels.
- Provide shuttle service from the hotels to various sports events in the region.
- Assist local organizations in the promotion of Mansfield as a tourist destination.

Performance Objectives

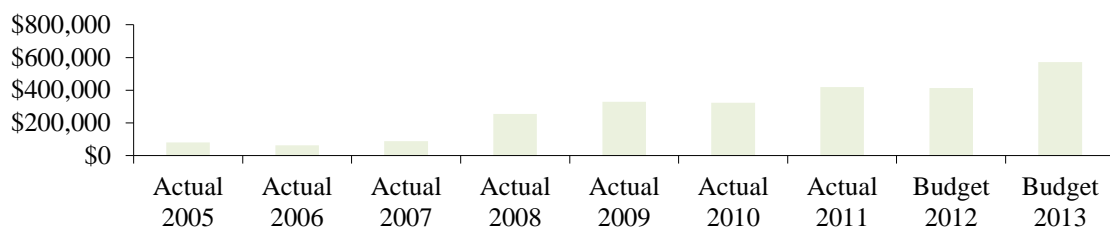
- Allocate Hotel/Motel occupancy revenue to city organizations that generate hotel/motel stays and comply with state and local requirements.
- Promote the City of Mansfield as a tourism destination

	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012-2013
Hotel/Motel Tax				
Demand				
Funding Organizations	8	9	11	12
Workload				
Hotels & Motels subject to Tax	7	7	7	7
Productivity				
Occupancy Tax Revenue	\$ 290,049	\$ 419,012	\$ 413,694	\$ 571,769
Hotel & Motel Beds (Estimated)	504	504	504	504
Effectiveness				
Chamber of Commerce-Pecan Festival	\$ 70,000	\$ 30,000	\$ 7,500	
Discover Historic Mansfield	83,630	30,000	69,768	\$ 89,500
Rockin 4th		25,000	35,000	35,000
Historical Society	61,059	52,781	51,000	55,000
Pickled Mansfield Society				30,000
Farr Best theatre	4,400	2,000	4,500	5,000
Mansfield Community Theatre			2,500	
Kiwanis	9,751	5,000	2,500	4,700
Mansfield Rotary	25,000	15,000	20,000	25,000
Wind Symphony	8,983			
Mansfield Juneteenth Celebration				1,525
Futures of Mansfield Tennis	30,000	20,000	22,500	25,000
Promotion of local Hotels/Motels	16,582	38,563		
Historic Mansfield Business Association				7,000
Sunrise Rotary				8,000
City of Mansfield Tourism	14,086		158,000	180,482

Measurable Outcomes:

- Provide shuttle services from the seven (7) hotels/motels to the Dallas Cowboy stadium to provide additional services therefore promoting local hotels/motels.
- Provide funding to events that promote local tourism, historical preservation and the arts.

Historical Hotel & Motel Expenditures



TOURISM

MISSION STATEMENT:

The mission of the Tourism Department is to enhance the local tourism industry in the City of Mansfield through marketing, promoting and developing opportunities for business and leisure travel, while coordinating with local partners, businesses and entertainment venues to enhance the visitor's experience.

Department at a Glance

The Tourism Department is funded by appropriations from the City of Mansfield Hotel/Motel Tax Fund. One (1) Tourism Manager is assigned to this fund. This department was created in FY 2011-2012.

Key Goals and Objectives

Goal 1:

Advertise and market to outside groups that will bring "heads and beds" to our local hotels.

Objectives:

- Attend the Texas Southwest show and Dallas/Ft. Worth Association events promoting Mansfield as a corporate meeting site including Aristide, Walnut Creek Country Club and local hotels.
- Coordinate and provide support with the Mansfield Independent School District marketing department to bring corporate meetings to the new School districts Performing Arts Center.
- Cross promote local Mansfield hotels with the City of Midlothian, Texas conference center to attract corporate businesses to the area and to take advantage of the lack of hotels in a neighboring community.

Goal 2:

Coordinate with local hotels, restaurants, business and entertainment venues to create a "tourism Package" for visitors.

Objectives:

- Implement the "We've Got Game" discount bracelets to offer discounts to hotel patrons and groups for local restaurants, businesses and attractions.
- Coordinate with the DFWATC to provide Mansfield travel deals in conjunction with regional promotions nationally and internationally.
- Work with the Hawaiian Falls Water Park Mansfield to offer radio promotions and tourism packages to the Waco, Texas market.

Goal 3:

Create a state and national marketing campaign for local sports, entertainment and leisure opportunities in Mansfield.

Objectives:

- Provide "Welcome Kits" to all "We've Got Game" tournament teams and groups.
- Work with Big League Dreams Sports Park and the Mansfield

- Independent School District on marketing materials for trade shows.
- Work with Big League Dreams and the Mansfield Independent School District sport staff to assist in providing tournament directors hotel packages for tournaments and events.

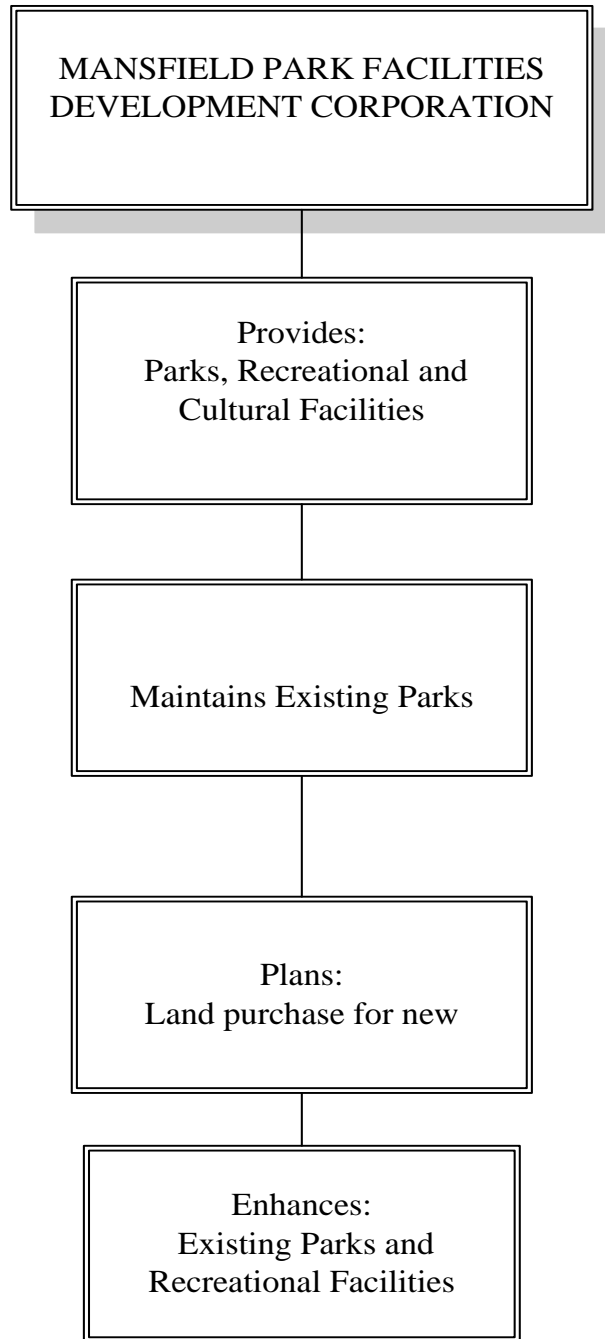
Measurable Outcomes

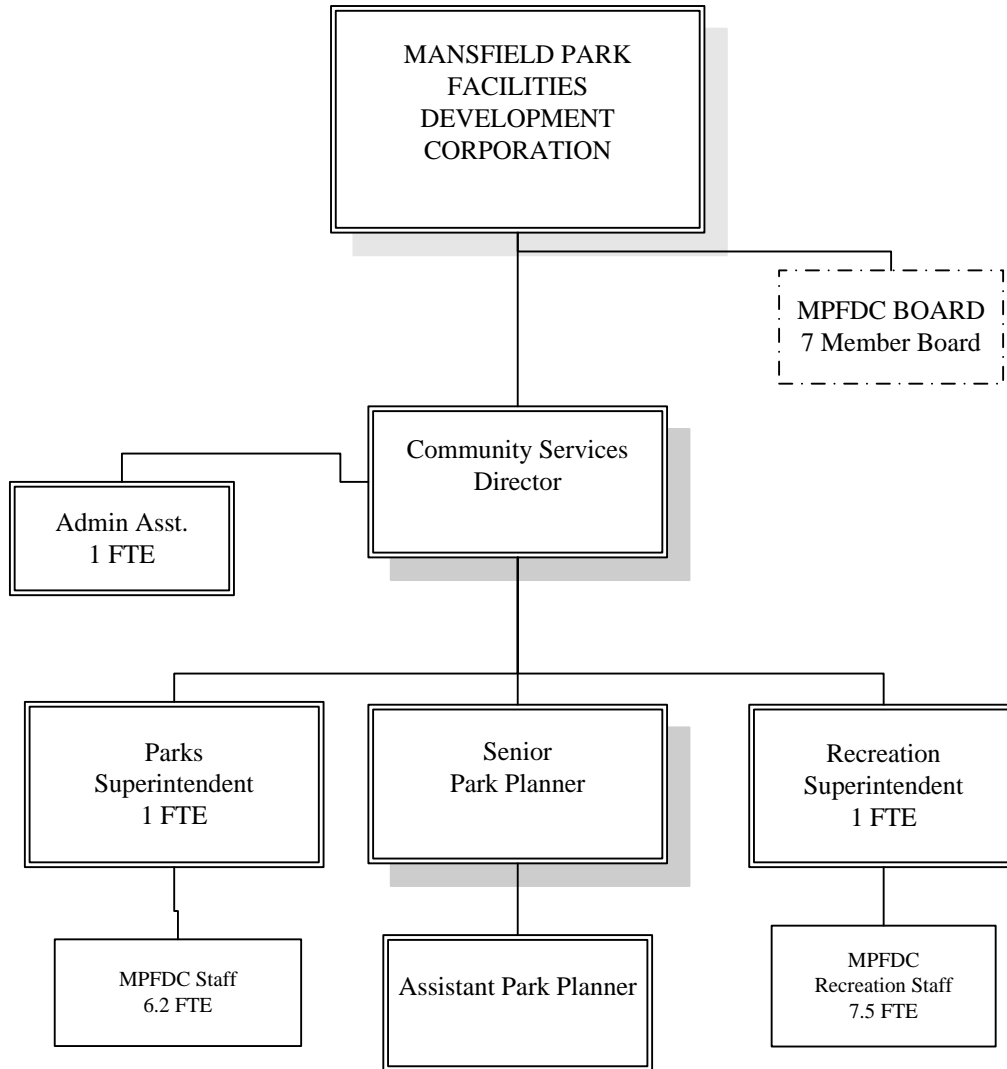
- Track how many “We’ve Got Game” bracelets are used at three different business partners on a quarterly basis.
- Track the DFWACT radio promotions.
- Track new and existing RFP requests on the Tourism Department website.

Do You Know?



The Tourism Department obtained grant funding for the NCAA Division II Swimming and Diving Championship





At a Glance

The MPFDC Highlights

The MPFDC is funded by a ½cent sales tax.
 800 recreational and cultural programs are offered.
 The Recreation Center will welcome 74,825 visitors in FY 2013.

MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION

MISSION STATEMENT:

The mission of the Mansfield Park Facilities Development Corporation is to provide quality recreational parks, linear parks, neighborhood parks, recreational venues and open spaces to enhance the quality of life for the citizens of Mansfield.

Department at a Glance

The Mansfield Park Facilities Development Corporation (MPFDC) is funded by a ½ cent sales tax approved by the citizens in 1992. The tax was effective on July 1, 1992. The MPFDC works in conjunction with the Community Services Division in the general fund to provide maintenance and operations services to the park system. The MPFDC board is comprised of a seven member board. Funds available for projects have increased due to additional revenues in lease payments from partnerships and projected increases in sales tax revenue. Approximately \$1,075,889 is available for park improvements in FY 2012-2013 subject to staff and board approval.

Key Goals and Objectives

Goal 1

Continue the process of implementing the Comprehensive Park Master Plan.

Objectives:

- Establish a long-range business plan
- Identify the cost associated with the development, improvements and maintenance of parks and recreational venues.

Goal 2

Increase the level of service provided to citizens.

Objectives:

- Establish daily, weekly and monthly tasks to be performed on the 17 infields to improve quality, prevent injuries and rainouts.

Performance Objectives

- Continue to update the parks master plan.
- Continue to provide quality recreational opportunities

- Continue the current mowing schedule for 24 acres of outfields, 22 acres of soccer fields and 2 acres of football fields based on turf types.

Goal 3

Continue to provide safety standards for the seven playgrounds within the park system

Objectives:

- Continue the monthly inspection program.
- Comply with NPSI standards and ensure compliance standards and ensure compliance with ADA requirements

Goal 4

Continue to maintain 802 acres of parkland, 30 competitive athletic fields, 10 playgrounds, 15 pavilions, 68 picnic areas and 18 restroom facilities.

MPFDC	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012-2013
Demand				
Sports Association Participants Age 5-18	8,828	6,849	7,070	7,000
Sports Association Participants Adults	2,580	433	165	430
Average Daily Recreation Visitors	237	223	210	210
Workload				
Park Acreage to Maintain	755	760	760	802
Athletic Fields Maintained	30	36	36	30
Playgrounds Maintained	8	10	10	10
Sports Associations	4	4	4	4
Annual Visits to the Recreation Center	84,530	79,473	74,825	74,825
MPFDC Meetings	12	12	12	12
Average Field Rentals per Day	20	20	20	20
Annual MPFDC Mailings	4	4	4	4
Productivity				
Programs Offered	591	1,032	700	800
Program Instructors	75	75	75	75
Percent of Programs completed	60%	60%	60%	260%
Mansfield Activity Cards Issued	4,175	4,461	4,250	4,250
Activity Center Monthly rentals	61	44	45	45
Effectiveness				
Percent "Good" ratings of parks	95%	95%	95%	95%
Percent of Programs completed	60%	60%	60%	60%
Annual Visits to the Recreation Center	84,530	79,473	74,825	74,825
Average Daily Recreation Visitors	23	223	210	210

Measurable Outcomes:

- The parks received a 95% "Good" rating by citizens.
- The average daily visitors to the recreation center has increased on an annual basis

Departments	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Administration	\$ 695,498	\$ 796,095	\$ 854,323	7.31%
Sports Complex	328,969	335,954	356,265	6.05%
Rose Park	295,864	354,379	360,980	1.86%
Rec Center	520,068	629,927	648,199	2.90%
Capital	51,934			
Projects	1,527,745	407,661	1,075,889	163.92%
Total	\$ 3,420,078	\$ 2,524,015	\$ 3,295,657	30.57%

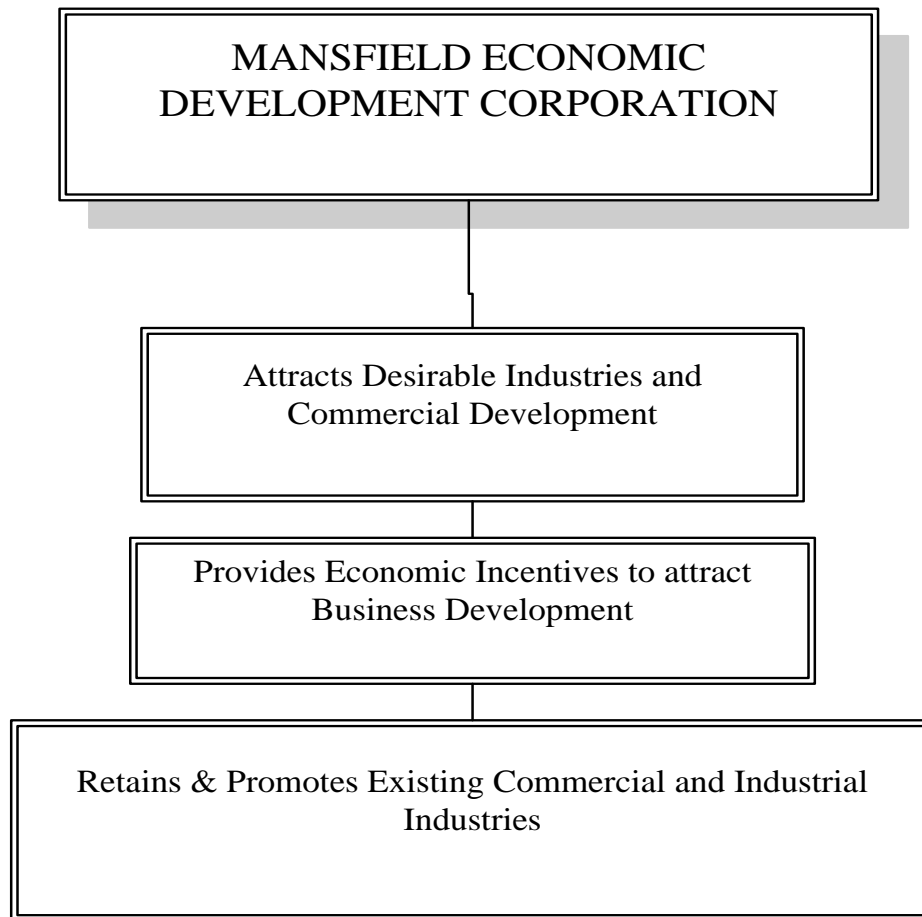
Division Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 1,021,551	\$ 1,238,884	\$ 1,354,179	9.31%
Operations	870,782	877,470	865,589	-1.35%
Capital	51,934	-	-	
Projects	1,475,811	407,661	1,075,889	163.92%
Total	\$ 3,420,078	\$ 2,524,015	\$ 3,295,657	30.57%

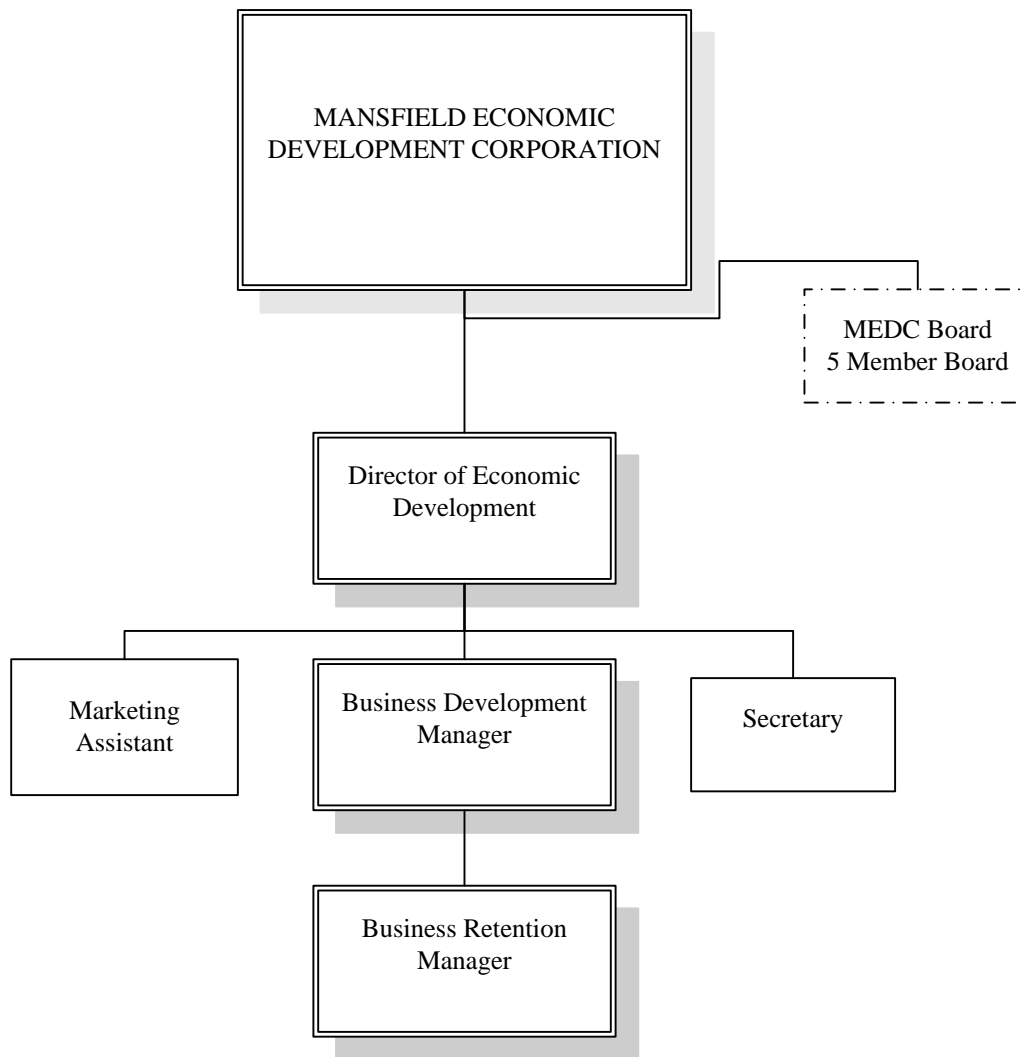
MPFDC	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director	1	1	1	
Senior Park Planner	1	1	1	
Assistant Park Planner	1	1	1	
Park Superintendent	0.5	0.5	0.5	
Secretary	0.8	0.8	0.8	
Crew Supervisor	2	2	2	
Crew Leader	1.4	1.4	1.4	
Tradesman	1.4	1.4	1.4	
Equipment Mechanic	1	1	1	
Recreations Superintendent	1	1	1	
Custodian	1	1	1	
Athletic Coordinator	1	1	1	
Activity Center Supervisor	1	1	1	
Recreation Coordinator	1	1	1	
Part-Time Staff	4.5	4.5	4.5	
Total	19.6	19.6	19.6	

Do You Know?



The Parks & Recreation Department Sponsors Hometown Holidays, Rockin' 4th of July, and Night on the Town that Attract More than 15,000 Citizens Each Year.





At a Glance
The MEDC Highlights
The MEDC is funded by a ½cent sales tax.
Since 2008, MEDC investments are responsible for 1,684 in jobs created.

MANSFIELD ECONOMIC DEVELOPMENT CORPORATION

MISSION STATEMENT:

The mission of the Mansfield Economic Development Corporation is to attract desirable industries and commercial developments to the City of Mansfield and to retain and assist the expansion of existing industries.

Department at a Glance

The Mansfield Economic Development Corporation (MEDC) is funded by a ½ cent sales tax approved by the citizens in 1997. The tax was effective on July 1, 1997. The MEDC consists of a five (5) member board appointed by City Council. Staffing includes the Director, Business Development Manager, Business Retention Manager, Administrative Assistant and Marketing Assistant. The MEDC budget increased 4.5% in FY 2012-2013 due to estimated increases in project activity.

Key Goals and Objectives

Goal 1

Expand the current industrial/commercial tax base by \$20 million annually.

Objectives:

- Work with landowners and developers to identify and provide support for industrial and commercial sites.
- Provide incentives to promote the development of commercial and industrial sites.
- Attend trade shows and marketing trips annually, advertise in trade and market journals and actively promote the City of Mansfield.
- Continue the expansion and updates of internet marketing tools including the MEDC website and Mansfield sites.
- Coordinate marketing activities with regional allies.

Goal 2

Retain and expand existing industrial businesses and jobs with a minimum 95% retention rate.

Objectives:

- Visit every manufacturing, warehousing and distribution

business annually and provide 10 day follow up on any issues or concerns.

- Provide training seminars for small industry owners and inform local businesses of available resources.
- Provide web site business to business directories.
- Coordinate an annual appreciation retention event.
- Continue to update and maintain a business database.
- Evaluate the infrastructure needs of existing industrial parks and work with the MEDC board to formulate a plan to address critical issues

Goal 3

Create and enhance a desirable business image.

Objectives:

- Continue consistent professional corporate image in all aspects of marketing and promotion.

Goal 4

Create an entrepreneurial environment for the business community.

Objectives:

- Respond to "Requests for Proposals" from desirable industries.

- Continue Allies Appreciation Program.
- Provide informational pieces including maps, directories,

demographic studies and educational presentations of MEDC activities and community interest.

Performance Objectives

- Expand the current Industrial and Commercial tax base by \$20,000,000
- Retain a minimum of 95% of existing business within the City of Mansfield

MEDC	Actual 2009/2010	Actual 2010/2011	Budget 2011/2012	Budget 2012-2013
Demand				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,500,000	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
Workload				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,500,000	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
New Capital Investment	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Business Expansions	4	1	2	3
Jobs created or retained by activity	361	249	270	284
Productivity				
Contracted Projects	10	5	5	5
New Capital Investment	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Average Monthly visits to Industry	15	15	16	16
Jobs created or retained by activity	361	249	270	284
Effectiveness				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,500,000	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
New Commercial Business	6	3	4	5

Measurable Outcomes:

- Continue to expand the retail, commercial and industrial tax base.
- Retain a minimum of 95% of existing business within the City of Mansfield.

Division	Actual	Budget	Budget	% Change
Summary	2010/2011	2011/2012	2012/2013	2012/2013
Personnel Services	\$ 514,404	\$ 507,406	\$ 499,076	-1.64%
Operations	310,838	361,771	374,146	3.42%
Debt	1,102,169	1,101,143	1,317,975	19.69%
Projects	1,030,394	3,657,143	10,134,616	177.12%
Total	\$ 2,957,805	\$ 5,627,463	\$ 12,325,813	119.03%

MEDC	2010-2011	2011-2012	2012-2013	2012-2013
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director	1	1	1	
Business Development Manager	1	1	1	
Business Retention Manager	1	1	1	
Marketing Assistant	1	1	1	
Administrative Assistant	1	1	1	
Total	5	5	5	

Do You Know?

In 2012, \$32,723,310 in taxable value was generated in new commercial construction



TREE MITIGATION FUND

MISSION STATEMENT:

The Tree Mitigation fund is funded by fees levied by the city to preserve, protect and replace trees that have been damaged by natural causes, development or any other event that causes damage to existing trees, development of new areas of the city or maintenance of existing medians or public grounds.

Department at a Glance

The Tree Mitigation Department budget is \$1,241,265 in FY 2012-2013. One Landscape Administrator, One Irrigation Technician and One Landscape Technician are funded in this fund. Additional operational costs for contract services and supplies will be funded from this program. A more detailed summary including Goals & Objects, formal mission statement and projects will be available in following budgets. The new positions in this fund will not add staffing. The city will utilize open positions in the Parks Operations Department to fill these positions.

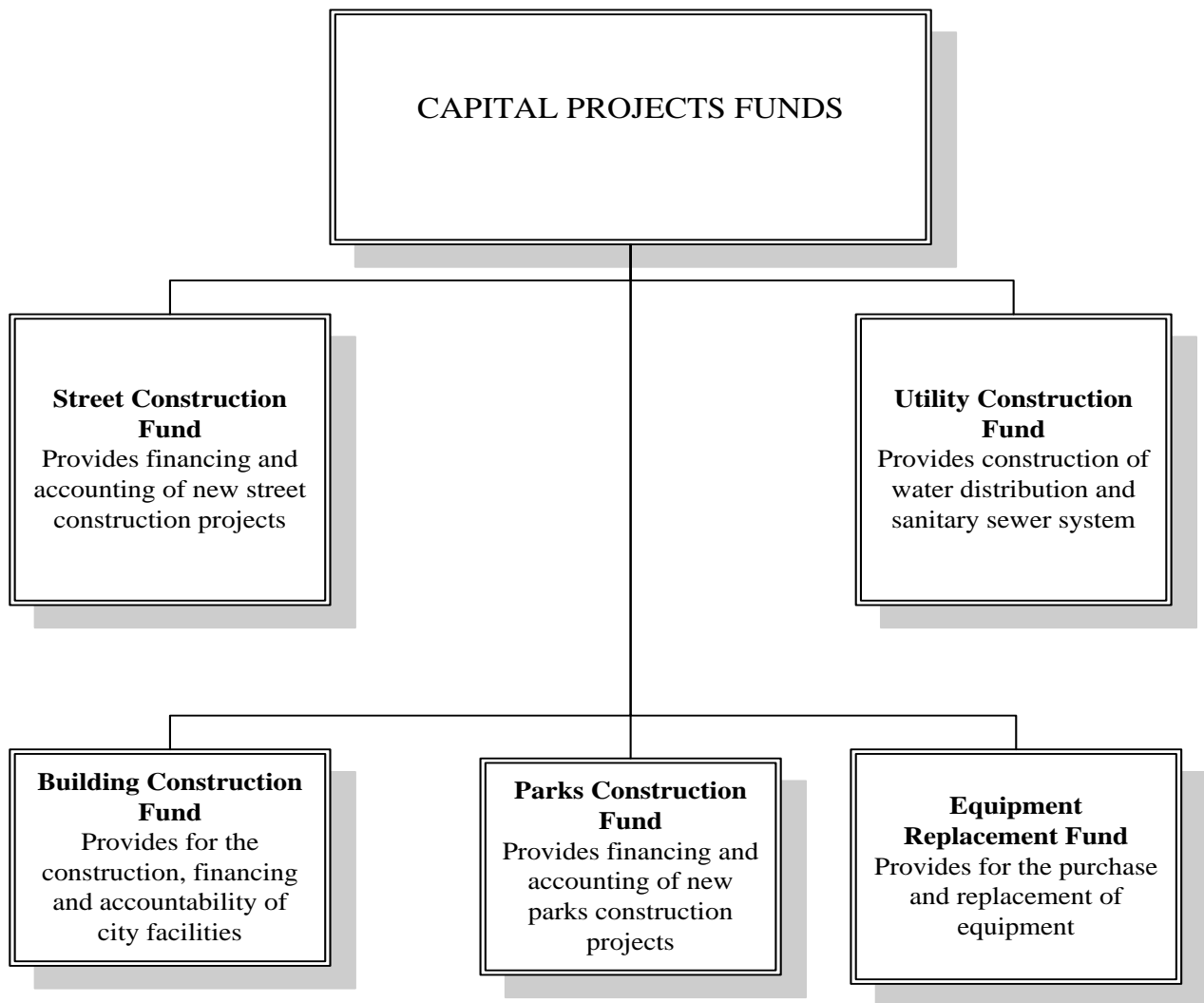
Tree Mitigation Summary	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Personnel Services	\$ 91,871	\$ 200,669	\$ 201,265	0.30%
Operations	47,801	769,178	1,040,000	35.21%
Capital Projects				
Total	\$ 139,672	\$ 969,847	\$ 1,241,265	27.99%

Tree Mitigation Full Time Equivilent Positions	2010-2011 Budget	2011-2012 Budget	2012-2013 Budget	2012-2013 Additions
Landscape Administrator	0	1	1	
Landscape Technician	0	1	1	
Irrigation Techician	0	1	1	
Total	0	3	3	

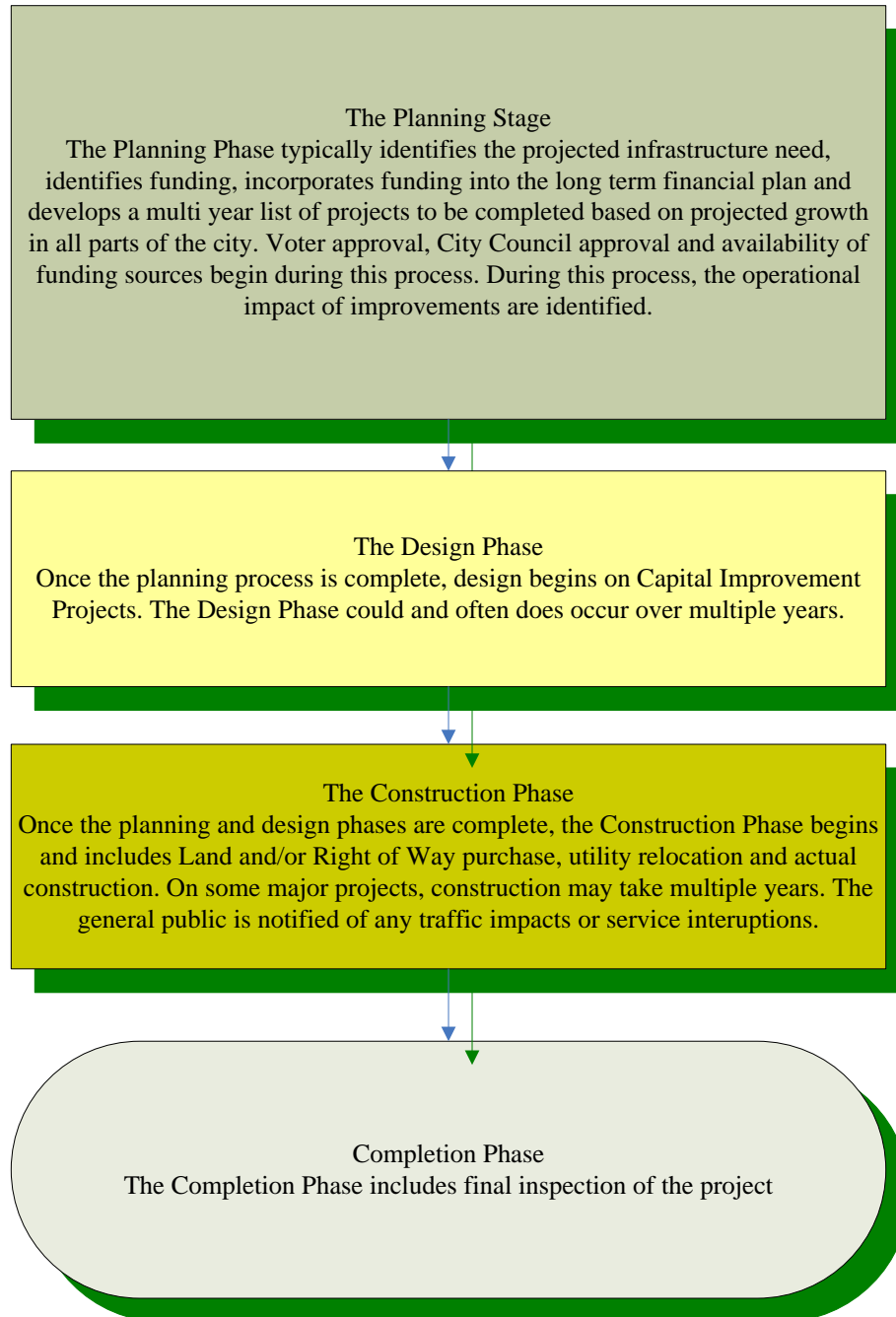
CAPITAL PROJECTS FUNDS

The Capital Projects Funds account for the financial resources to be used for the acquisition of capital facilities. The Capital projects funds are used to account for acquisitions of capital facilities financed from general obligation proceeds, certificate of obligation proceeds or transfers from other funds. The Capital Projects Funds include Street Construction Funds, Utility Construction Funds, Building Construction Funds, Parks Construction Funds and the Equipment Replacement Fund.





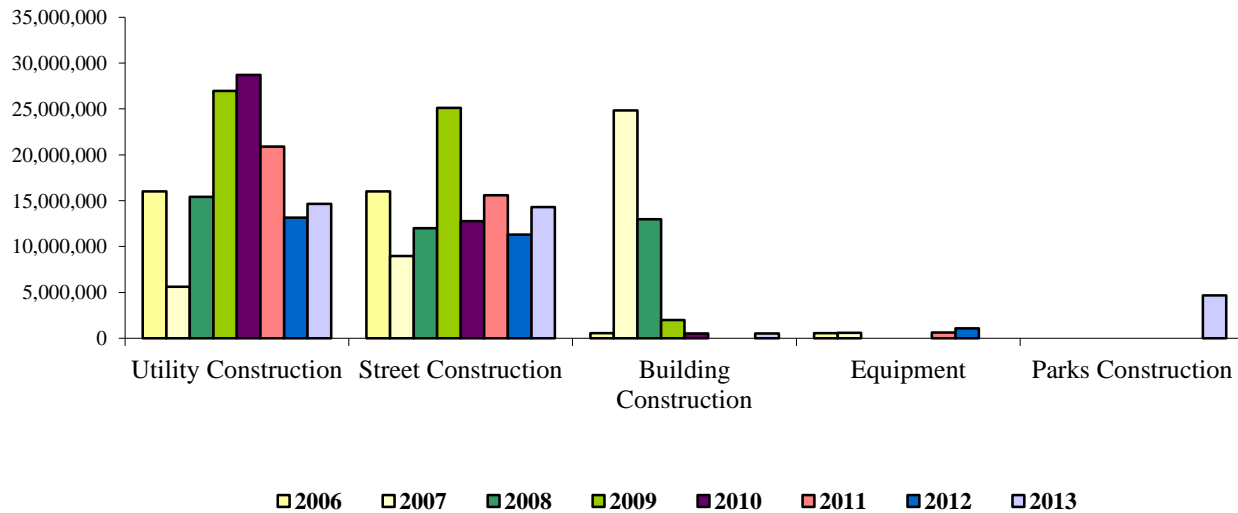
The Phases of Improvements



CAPITAL PROJECTS FUNDS

On October 10, 2011, The City Council adopted the Modified Long Range financial and capital expenditure plan. Included in the plan, were projected revenues and expenditures for operational costs, staffing costs and major capital improvements identified by staff, supported by management and City Council. In FY 2012-2013, major projects are budgeted in the Street Construction, Utility Construction, Building Construction and Equipment Replacement Funds. Funding for these funds come from a variety of sources including but not limited to General Obligation Bonds, Revenue Bonds, Certificates of Obligation, Impact Fees, Contributions, Grants, Fund Reserves and intergovernmental transfers. Total estimated Capital expenditures for these funds for FY 2012-2013 is \$36,811,921. As depicted below, projected capital spending varies by fund annually based on current, future and prior year projects.

Estimated Capital Improvements Historical Perspective



Funding Sources

2012/2013 Funding sources	Utility Fund	Street Construction	Building Construction	Equipment Replacement	Parks Construction	Funding Sources
Bonds	\$ -	\$ -	\$ 500,000	\$ -		\$ 500,000
Impact Fees	1,100,000	500,000				1,600,000
Prior Years Funding	14,665,399	14,289,355		1,070,167	4,687,000	34,711,921
Interest	5,000					5,000
Contributions						
Transfers						
Expense Recovery						
Grants						
Other						
Total	\$ 15,770,399	\$ 14,789,355	\$ 500,000	\$ 1,070,167	\$ 4,687,000	\$ 36,816,921

Summary

	Actual 2010/2011	Budget 2011/2012	Budget 2012/2013	% Change 2012/2013
Utility Construction	\$ 31,219,037	\$ 13,137,527	\$ 15,765,399	20.00%
Street Construction	4,844,593	15,770,399	14,789,355	-6.22%
Building Construction			500,000	
Parks Construction	3,422,003	1,460,000	4,687,000	221.03%
Equipment	611,158	2,200,000	1,070,167	-51.36%
Total	\$ 40,096,791	\$ 32,567,926	\$ 36,811,921	13.03%

- Future Street Improvements through 2014 are estimated at \$45,153,011
- Future Utility Improvements through 2014 are estimated at \$46,012,155
- Future Park Improvements through 2014 are estimated at \$4,687,000.

**Summary of Capital Improvements
Building Construction**

Budget 2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Fire Station # 2 Remodel	0	\$ 500,000	0	\$ 500,000
Public Safety Communications	0	2,111,235		2,111,235
Total		\$ 2,611,235		\$ 2,611,235

2012-2013 Operational Impact	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Utilities	0	0	(3,200)	\$ (3,200)
Staffing	0	0	0	
Operations & Maintenance	0	16,064	16,064	32,128
Total		\$ 16,064	\$ 12,864	\$ 28,928

**The Building Construction Fund
FY 2011-2012**

Replacement of the existing radio system with a new P-25 system is budgeted at \$2,111,235. The City of Mansfield will determine funding options for the lease or purchase of this system in future years.

**The Building Construction Fund
FY 2012-2013**

\$500,000 has been budgeted for improvements to Fire Station #2. Utility costs are expected to decrease slightly as new improvements to Fire Station #2 are projected to create energy efficiency. Annual maintenance cost to service the new P-25 radio system will be \$16,064. The annual additional maintenance cost to the radio system enhancement will be funded from operating costs in the General Fund.

**The Building Construction Fund
FY 2013-2014**

The City of Mansfield will begin to budget for a lease or debt payment for the new P-25 radio system. The funding source is yet to be determined.

Over the 3-yr period, the new P-25 Communications System will require additional maintenance costs estimated to be \$28,928. The additional cost is due to increased annual maintenance cost of the new system

Summary of Capital Improvements Street Construction

Budget 2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Turner Warnell	\$ 1,285,883	\$ 3,470,470	\$ 1,300,000	\$ 6,056,353
Misc Streets & Signals			1,077,000	1,077,000
W Broad Reconstruction Phase 2	3,000,000	6,000,000		9,000,000
Grand Meadows		2,200,000		2,200,000
East Broad Reconstruction	2,750,000			2,750,000
Newt Patterson			675,000	675,000
Debbie Lane Construction			1,800,000	1,800,000
Asphalt Overlays			985,300	985,300
Live Oak		300,000		300,000
Explorer Pipeline		250,000		250,000
E Debbie Design		98,030		98,030
Matlock/Debbie Intersection		450,000		450,000
Matlock/Debbie Turn Lanes		200,000		200,000
Broad & Miller Intersection		250,000		250,000
37th Year CDBG		220,000		220,000
Misc Street Reonstruction	1,556,282			1,556,282
National Parkway Design		231,188		231,188
Holland Road	500,000	\$ 500,000		1,000,000
Calendar Road Construction	2,200,000	2,111,235		4,311,235
Total	\$ 11,292,165	\$ 16,280,923	\$ 5,837,300	\$ 33,410,388

2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Operational Impact				
Utilities	0	0	0	
Staffing	0	0	0	
Operations & Maintenance	17,052	17,564	18,090	52,706
Total	\$ 17,052	\$ 17,564	\$ 18,090	\$ 52,706

The Street Construction Fund FY 2011-2012

In FY 2011-2012, estimated street improvements total \$11,292,165. The estimated operating impacts will be electricity, irrigation and contract maintenance costs. The major projects in FY 2011-2012 will be W. Broad Reconstruction at a cost of \$3,000,000, E Broad Street reconstruction at a cost of \$2,750,000 and Callender Road at a cost of \$2,200,000.

The Street Construction Fund FY 2012-2013

In FY 2012-2013, estimated street improvements total \$16,280,923. The estimated operating impacts will be electricity, irrigation and contract maintenance costs. The major projects in FY 2012-2013 include West Broad Reconstruction of approximately \$6,000,000, Grand Meadows of approximately \$2,200,000, Callendar Road of approximately \$2,111,235 and on -going projects of

approximately \$2,499,218. **The City is considering a bond election in May of 2013the near future. Projects have yet to be determined.**

The Street Construction Fund
FY 2013-2014

In FY 2013-2014, estimated street improvements total \$5,837,300 including projects for street rehabilitation and signals in prior year and on- going projects and various projects in right of way acquisition, design or construction. \$1,800,000 has been estimated for Debbie Lane construction and \$985,300 for asphalt overlays to existing streets including Cannon, Carlin and Nelson Wyatt Road. Some of these Asphalt overlay projects may begin in FY 2012-2013. The actual start date on these projects is yet to be determined. No operating impacts are projected in FY 2013-2014. **Operating Impacts will increase if the design and construction of roadways include irrigated medians, planting of trees or shrubbery, street lights and other operating costs**
Summary of Operational Impacts

Over the 3-yr period, \$52,706 is estimated to be the operational impact of improvements including irrigation, mowing and maintenance of irrigated and non-irrigated medians.

Summary

In FY 2012-2013, the city will complete many projects from the 5-year Capital Improvement program. In FY 2012-2013, the city will begin to establish a new Capital Improvement Program and will determine when a bond election will be held and the level of funding that may be required to begin the design and construction of projects identified by staff and city council as critical to meet the infrastructure demands as the city continues to grow.

In FY 2012-2013, the city will begin design and construction phases on East and West Broad of approximately \$6,000,000, Grand Meadows \$2,200,000 and projects already in progress including Callender Road, Holland Road and other street projects. Operational Impacts include:

- Street Lights and related utility costs
- Traffic Signals and related utility costs.
- Irrigation System Cost
- On-going street maintenance including resurfacing and repair including concrete patching asphalt repair and weather related costs.
- Additional Staff to coordinate maintenance activities and public safety considerations.

The city is also in the developmental stages of improving traffic flow throughout the city with design of traffic safety and flow patterns in the busy Walnut Creek Drive and East Broad corridors. The city is currently identifying future street projects to be funded by a voter approved bond election in May 2013.

Summary of Capital Improvements Utility Construction

Budget 2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Prior Year Projects	\$ 3,002,610	\$ 2,263,209		\$ 5,265,819
Low Branch Lift Station	7,837,000	7,837,000		15,674,000
Amanda Dr. @ Country Club		420,660		420,660
W Broad Reconstruction Phase 2		870,000		870,000
Heritage Parkway		948,420		948,420
Misc Street Rehabilitation	160,000	1,528,168	2,100,000	3,788,168
Grand Prairie Water Line	2,137,917			2,137,917
Grand Meadows		100,000		100,000
Live Oak		200,000		200,000
East Broad Street		62,185		62,185
Southwest Elevated Tank			3,000,000	3,000,000
Walnut Creek Parrallel			1,000,000	1,000,000
Total	\$ 13,137,527	\$ 14,229,642	\$ 6,100,000	\$ 33,467,169

2012-2013 Operational Impact	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Utilities	0	0	0	
Staffing	0	0	0	
Operations & Maintenance	32,000	33,600	35,280	100,880
Sale of Water-City of Grand Prairie			(75,000)	(75,000)
Total	\$ 32,000	\$ 33,600	\$ (39,720)	\$ 25,880

The Utility Construction Fund FY 2011-2012

In FY 2011-2012, approximately \$13,137,527 in utility improvements is scheduled to begin in design, construction or completion. The full operational costs of these projects will not be realized until FY 2013-2014 as the city anticipates selling water to the City of Grand Prairie. The sale of water to the city of Grand Prairie will offset any operational costs for the maintenance of the extended water line. Operational costs will be limited to repairs and electric costs but will be more than offset by the sale of water to the City of Grand Prairie.

The Utility Construction Fund FY 2012-2013

In FY 2012-2013, \$14,229,642 in utility improvements are estimated to begin including \$2,263,209 projects currently in progress, Low Branch Lift Station improvements of \$7,837,000, West Broad improvements of \$870,000, Heritage Parkway improvements of \$948,420 and other residential street improvements including Amanda Drive @ Country Club Drive, Grand Meadows, Live Oak and East Broad Street. The Low Branch Lift Station improvements will

provide additional pumping capacity in the southeast portion of the city and allow for future development.

The Utility Construction Fund FY 2013-2014

In FY 2013-2014, approximately \$6,100,000 in utility improvements are scheduled to begin design and construction including miscellaneous Street rehabilitation of approximately \$2,100,000 Design and Construction of the Southwest Elevated Storage Tank of \$3,000,000 and the Walnut Creek Parallel Sewer of approximately \$1,100,000.

DO YOU KNOW?

The city maintains approximately 530 miles of water and sewer mains



Summary:

Total utility projects over the 3-year period are estimated to be \$33,467,169. The operational costs include:

- Utility costs associated with the opening of the Low Branch Lift Station and the Water Treatment Plant.
- During the 3-year period, no additional staff is projected due to the increased use of new and innovative technology that has become available in recent years.
- New departments in the utility division will monitor both water quality, water flow and electricity usage to minimize the effect of the growth of the water & sewer system.

The major utility improvements over the 3-year period are expected to be southern part of the city due to projected expansion in this area.

The Equipment Replacement Fund

The equipment replacement fund is funded through transfers from the General Fund. Typically, \$500,000-\$600,000 in new and replacement is funded on an annual basis from a combination of excess revenues or expenditure savings. In FY 2011-2012, eleven (11) patrol vehicles and related equipment, software and hardware upgrades, wireless weight scales, Lifepak systems and public grounds equipment will be purchased at a cost of \$1,070,167. No new or replacement equipment was budgeted in FY 2012-2013. In FY 2012-2013, the city will review mid -year results to see if any excess revenues or expenditure savings are available for purchase of new or replacement equipment. Vehicles and equipment in public safety will be given top priority if funding becomes available. The city will auction obsolete equipment or vehicles that are fully depreciated and maintenance cost become prohibitive.

Project Description 2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Capital Purchases	\$ 652,752	\$ 1,070,167		\$ 1,722,919
Donations		(80,000)		(80,000)
Grant Proceeds				
Auction Proceeds	(33,831)			(33,831)
Estimated Repair Savings	(15,000)	(15,000)	(15,000)	(45,000)
Total	\$ 603,921	\$ 975,167	\$ (15,000)	\$ 1,564,088

The Equipment Replacement Fund 2011-2012

Approximately \$652,752 in new and replacement equipment was purchased in FY 2011-2012. The purchase of vehicles and equipment was funded from excess revenues and expenditure savings in FY 2010-2011.

The Equipment Replacement Fund 2012-2013

Approximately \$1,070,167 in new and replacement equipment will be purchased in FY 2012-2013. The purchase of vehicles and equipment was funded from excess revenues and expenditure savings in FY 2011-2012, auction proceeds and contributions.

The Equipment Replacement Fund 2013-2014

New equipment purchases are budgeted in FY 2013-2014.

Summary

- The city has replaced approximately six –eight patrol vehicles annually.
- Public Safety will be given top priority for new and replacement equipment.
- Equipment and apparatus purchases in the Fire Division has resulted in an ISO rating of two that will decrease the cost of homeowners insurance to the citizens of Mansfield.
- The city adopted an equipment replacement policy in FY 2009-2010

The Parks Construction Fund

The Parks Construction Fund is budgeted at \$4,687,000 in FY 2012-2013. Funding for park improvements is provided by a combination of debt issuance from the Mansfield Parks Facilities Development Corporation, General Fund Debt Issuance, Grants, Park Development Fees and prior year fund balance carryover. In FY 2012-2013, park improvements include;

- \$200,000 in Land Acquisition
- \$250,000 in existing park improvements.
- \$3,500,000 in development of the Williams Property (Phase 1).
- \$100,000 in Bike Lanes & Trail Improvements.
- \$152,000 in Colt Field Improvements
- \$400,000 in Chandler Park Phase 2 Design
- \$85,000 in Hardy Allmon Parking Lot Improvements.

Budget 2012-2013	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Land Acquisition	\$ 180,000	\$ 200,000	\$ 200,000	\$ 580,000
Existing Park Improvements	150,000	250,000	250,000	650,000
Williams Property Development Phase 1	215,000	3,500,000		3,715,000
Bike Lanes/MP Trail Improvements		100,000	100,000	200,000
Colt Fields		152,000		152,000
Chandler Park Design & Construction		400,000	3,600,000	4,000,000
Hardy Allmon Parking Lot		85,000		85,000
McClendon West Improvements			300,000	300,000
Linear Parks Segment 1-2.75 miles			243,767	243,767
Hawaiian Falls Parking Lot	350,000			350,000
Phillip Thompson	202,000			202,000
Total	\$ 1,097,000	\$ 4,687,000	\$ 4,693,767	\$ 10,477,767

2013-2014 Parks Construction Fund

Operating Impacts are primarily related to staffing, supplies and capital related to the opening of Oliver Williams Park Phase 1.

2012-2013 Operational Impact	Budget 2011/2012	Budget 2012/2013	Budget 2013-2014	Total
Utilities	0	0	0	
Staffing	0	0	361,477	361,477
Operations & Maintenance			113,500	113,500
Total			\$ 474,977	\$ 474,977

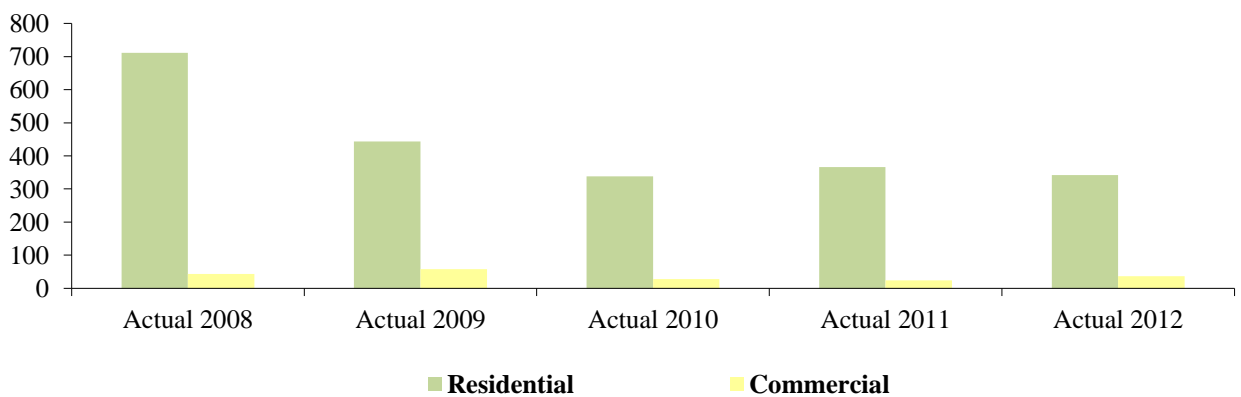
Historical Analysis

Tax Rate

Fiscal Year	General Operating	Tax Rate Percentage	General Obligation I & S Fund	Tax Rate Percentage	Total Tax Rate
2001-2002	0.3869	0.5365	0.3231	0.4635	0.71
2002-2003	0.3877	0.5460	0.3223	0.4540	0.71
2003-2004	0.4019	0.5660	0.3081	0.4439	0.71
2004-2005	0.4140	0.5825	0.2960	0.4174	0.71
2005-2006	0.4041	0.5857	0.2859	0.4084	0.69
2006-2007	0.4176	0.6052	0.2724	0.3948	0.69
2007-2008	0.4103	0.5947	0.2796	0.4053	0.69
2008-2009	0.4859	0.6843	0.2241	0.3157	0.71
2009-2010	0.4437	0.6249	0.2663	0.3751	0.71
2010-2011	0.4569	0.6435	0.2531	0.3565	0.71
2011-2012	0.4543	0.6399	0.2557	0.3601	0.71
2012-2013	0.4541	0.6254	0.2589	0.3646	0.71

New Construction

Tax Year	Fiscal Year	Commercial Permits	Property Values	Residential Permits	Property Values	Total Permits	Taxable Values
2008	2008-2009	43	\$ 74,503,759	711	92,670,080	754	\$ 167,173,839
2009	2009-2010	58	98,228,409	444	61,865,101	502	160,093,510
2010	2010-2011	28	23,733,603	338	37,390,200	366	61,123,803
2011	2011-2012	24	41,826,069	366	48,674,699	390	90,500,768
2012	2012-2013	36	32,723,310	342	38,635,335	378	71,358,645
5 Year Total		189	\$ 271,015,150	2201	\$ 279,235,415	2390	\$ 550,250,565



TOP EMPLOYERS*

Company	Product Line	Employees
Industrial		
Mouser Electronics	Electronics Distributor	1,050
S.J. Louis Construction	Construction	200
Trinity Forge	Manufacturing	180
Ramtech Building Systems	Construction	150
Conveyors Inc.	Construction	120
Klein Tools	Tools	100
Gamma Engineering	Services	100
Lyondell Bassell	Services	100
Ropak Packaging	Manufacturing	100
Skyline Industries	Manufacturing	93
Southern Champion	Manufacturing	90
Chemguard/Tyco International	Manufacturing	85
Martin Conveyor	Manufacturing	72
Interstate Trailers	Manufacturing	65
Master Meter	Manufacturing	63
Commercial/Retail		
Mansfield Methodist Hospital	Services	735
Walmart	Retail	400
Target	Retail	250
Lifetime Fitness	Retail	200
Walnut Creek Country Club	Recreation	190
Best Buy	Retail	180
Kindred Hospital	Services	155
On the Border	Retail	150
Lowe's	Retail	146
Home Depot	Retail	145
Term/Intermedix	Services	116
Government		
Mansfield Independent School District	School District	4,192
City of Mansfield	City	511
Tarrant County	County	199

*Mansfield Economic Development Corporation

ACRONYMS

ADA	Americans with Disabilities Act
ACH	Automated Clearing House
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CID	Criminal Investigation Division
CIP	Capital Improvement Program
CDBG	Community Development Block Grants
CRO	Community Resource Officer
DA	District Attorney
DRC	Development Review Committee
DWI	Driving While Intoxicated
EAP	Employee Assistance Program
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
FTE	Full Time Equivalent Positions
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIS	Geographic Information System.
GO	General Obligation (debt)
HVAC	Heating and Air Conditioning Units
K-9	Canine Unit
LAN	Local Area Network
LEC	Law Enforcement Center
LLEBG	Local Law Enforcement Block Grants
MAC	Mansfield Activity Center
MEDC	Mansfield Economic Development Corporation
MISD	Mansfield Independent School District
MPFDC	Mansfield Park Facilities Development Corporation
TIRZ	Tax Increment Reinvestment Zone
TCC	Tarrant County College
WAN	Wide Area Network

BUDGET GLOSSARY

The Annual Budget contains specialized terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

Accrual Accounting	A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.
Appropriations	An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.
Appropriation Ordinance	The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.
Arbitrage	The reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities
Assessed Valuation	A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Tarrant Appraisal District).
Audit	A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures are in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.
Balanced Budget	Current appropriations in all funds are limited to the sum available unencumbered cash balances and revenues estimated to be received in the current budget period.
Balance Sheet	A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Budget	A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.
Budget Basis	A basis of budgeting General government type funds prepared on a modified accrual basis. The obligations of the city are budgeted as expenditures but revenues are recognized only when they are measurable and available.
Budget Amendment	A legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of Mansfield's City Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditures account) for any inter fund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.
Budget Calendar	The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.
Budgeted Funds	Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Council approval is composed of budgeted funds.
Budget Message	The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.
Budgetary Control	The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
Capital	Relatively expensive improvements that are non-recurring, have a multi-year useful life and that result in fixed assets. Capital may include equipment, streets, utilities, land and buildings.

Capital Equipment Budget	The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, utilities and office supplies. The Capital Equipment Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar varies according to the policy established by each jurisdiction.
Capital Improvement Program	A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.
Capital Improvement Program Budget	A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.
Capital Leases	A contract by which the city purchases equipment for a specified term for a specified rent.
Cash Accounting	A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.
Cash Management	The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.
Consolidated Annual Financial Report (CAFR)	The official financial report of the city that includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with financial related legal and contractual provisions.
Current Taxes	Taxes that are levied and due within one year.
Debt Services	The City's obligation to pay the principal and interest of all bonds and other debt instruments to a pre-determined payment schedule.

Delinquent Taxes	Taxes that remains unpaid on and after the date on which a penalty for non-payment is attached.
Department Purpose	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
Department Purpose	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
Depreciation	The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in the order to replace the item at the end of its useful life.
Development Fees	Fees charged by the city to developers or individuals to recover the cost of services provided by the city.
Disbursement	Payment for goods and services in cash or by check.
Donations	A gift to the city that may be either monetary or non-monetary.
Effective Tax Rate	<p>The tax rate that would impose the same total taxes as the previous year on properties taxed in both years. In other words, the effective tax rate gives the taxing unit approximately the same amount of money to spend as it had the year before.</p> $\text{EFFECTIVE TAX RATE} = \frac{(\text{Last Year's Levy} - \text{Lost Property Levy})}{(\text{Current Total Value} - \text{New Property Value})}$
Encumbrance	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.
Enterprise Fund	A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Mansfield is established for water and sewer services.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by Council.

Expenditure	<p>This term refers to the outflow of funds paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.</p> <p>Note: An encumbrance is not expenditure. An encumbrance reserves funds to be expended.</p>
Expense Object Class	<p>A basis for distinguishing types of expenditures; the five major expense object class used by the City of Mansfield are: 8000 series – personnel services, 8100 series-supplies, 8200-8400 series-maintenance, 8500-8900 series-other operating, and 9000 series-capital outlay.</p>
Expenses	<p>Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.</p>
Fiscal Year	<p>The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Mansfield has specified October <u>1</u> to September 30 as its fiscal year.</p>
Fixed Assets	<p>Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.</p>
Full Time Equivalent Positions (FTE)	<p>The amount of time a position has been budgeted on an annual basis. A Full-Time Employee (one FTE) normally works 2,080 hours on an annual basis while a part-time FTE would work 1,080 hours annually.</p>
Fund	<p>An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.</p>
Fund Balance	<p>Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.</p>
Full Faith and Credit	<p>A pledge of the general taxing power of a government to a government to repay debt obligations (typically used in reference to bonds).</p>
Function	<p>A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.</p>

GASB 34	Basic financial statements and management's discussion and analysis for State and Local governments. GASB 34 requires state and local governments to produce financial statements on an accrual basis in much the same manner as a private sector entity. The objective is to enhance the understanding and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies as well as investors and creditors.
General Fund	The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, park and recreation, libraries, public works and general administration.
General Ledger	A file that contains a listing of the various accounts necessary to reflect the financial position of the government.
General Obligation Bonds	Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.
Governmental Fund	Funds used to account for essentially the same functions reported as governmental activities in the government-wide financial statements.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
Impact Fee	A fee charged at the time of building permit issuance for roadway and utility infrastructure costs in various quadrants of the city.
Interfund Transfers	Amounts transferred from one fund to another.
Intergovernmental Revenue	Revenue received from another government for a specified purpose. In Mansfield, these funds are from the State of Texas and the Federal Government.
Internal Service Fund	Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

Infrastructure	The underlying foundation or basic framework of the city including land, buildings, streets and utilities that tends to be permanent or have a multi-year life.
Inventory	A detailed listing of property currently held by the government.
Invoice	A bill requesting payment for goods or services by a vendor or other governmental unit.
Levy	To impose taxes, special assessments, or service charges for the support of City activities.
Line-Item Budget	A budget that lists each expenditure category (salary, <u>materials</u> , <u>telephone</u> service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.
Major Funds	All funds including General, Enterprise, Special Revenue, and Capital Funds.
Merit Incentive	A salary or benefit adjustment based on an employee's overall job performance that would warrant a salary or benefit increase.
Modified Accrual Accounting	A basis of accounting in which expenditures are accrued but revenues are accounted for a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, It is recommended as the standard for most governmental funds.
Object Code	An expenditure category, such as salaries, supplies, or vehicles.
Operating Budget	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
Operating Fund	A fund restricted to a fiscal budget year.
Performance Budget	A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.
Performance Measures	Specific quantitative and qualitative measures of work performed as an objective of the department.

Program Budget	A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget classes of expenditure.
Project	Something that is contemplated or planned, a large or major undertaking, esp. one involving considerable money, personnel, and equipment.
Propose	To offer for consideration, acceptance, or action.
Property Tax	Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.
Proprietary Fund	Funds to provide the same type of information as the government-wide fund statements except in more detail.
Reconciliation	A detailed summary of increases and decreases in departmental expenditures from one budget year to another.
Revenue	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
Revenue Bonds	Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
Requisition	A written request from a department to the Budget/Accounting office for specific goods or services. This action precedes the authorization of a purchase order.
Reserve	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical method.
Source of Revenue	Revenues are classified according to their source or point of origin.
Strategic Plan	A multi-year financial, operational and capital plan designed to serve as a guide to future capital improvements, staffing and operational requirements as well as projected funding sources over a specified time frame. The Strategic Plan is updated on an annual basis.

Tax Duplicate	A listing of all taxable properties (real and personal) located within the City's boundaries and the assessed valuation of each parcel as determined by the Tarrant County Appraisal District. Another term for tax roll.
TIRZ	Tax Increment Reinvestment Zone.
Unencumbered Balance	The amount of an appropriation that is neither expanded nor encumbered. It is essentially the amount of money still available for future purchases.
Working Capital	The amount of funds available for use in the form of cash or other assets after deductions for liabilities.
Voucher	A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

2013 PROPERTY TAX RATES In the CITY OF MANSFIELD

This notice concerns 2013 property tax rates for CITY OF MANSFIELD. It presents information about three tax rates. Last year's tax rate is the actual rate the taxing unit used to determine property taxes last year. This year's effective tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's rollback tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

Last year's rate:

Last year's operating taxes	\$ 18,888,478
Last year's debt taxes	\$ 10,629,446
Last year's total taxes	\$ 29,517,924
Last year's base tax	\$4,157,454,085
Last year's total tax rate	0.710000/\$100

This year's effective tax rate:

Last year's adjusted taxes (after subtracting taxes on lost property)	\$ 29,140,522
This year's adjusted tax base (after subtracting value of new property)	\$4,031,737,376
= This year's effective tax rate	
(Maximum rate unless unit publishes notices and holds hearings)	0.722779/\$100

This year's rollback tax rate:

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent health care expenditures)	\$ 18,532,073
÷ This year's adjusted tax base	\$4,031,737,376
= This year's effective operating rate	0.459655/\$100
x 1.08 – this year's maximum operating rate	0.496427/\$100
+ This year's debt rate	0.284673/\$100
- This year's rollback rate	0.781100/\$100

Statement of Increase/Decrease

If the City of Mansfield adopts a 2012 tax rate equal to the effective tax rate of \$0.722779 per \$100 value, taxes would decrease compared to 2012 taxes by \$138,392

Schedule A

Unencumbered Fund Balance

The following estimated balances will be left in the unit's property tax accounts at the end of the fiscal year. Those balances are not encumbered by a corresponding debt obligation.

<u>Type of Property Tax Fund</u>	<u>Balance</u>
General Fund	\$0
Debt Service	\$0

Schedule B – 2013 Debt Service

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

This notice contains a summary of actual effective and rollback tax rates' calculations.

You can inspect a copy of the full calculations at 100 E. Weatherford Street, Fort Worth, Texas 76102.

Name of person preparing this notice: RON WRIGHT
Title: TARRANT COUNTY TAX ASSESSOR-COLLECTOR

Date prepared: August 1, 2012

Date of Issue	Description/Purpose	2012/2013 Principal	2012/2013 Interest	2012/2013 Remittance
2004 Refinancing	GO Streets Refunding	1,450,000	380,888	1,830,888
2004 A GO	Streets & computer Aided Dispatch	380,000	62,550	442,550
2004 CO Tax	Tax Exempt Certificates of Obligation Series 2004A	285,000	213,010	498,010
2004 CO Tax	Tax Exempt Certificates of Obligation Series 2004A	160,000	164,169	324,169
2005 Refinancing	Refunding GO Series 2005	1,190,000	287,849	1,477,849
2006 GO	General Obligation Bonds Series 2006	295,000	232,794	527,794
2007 CO	Combination Tax & Revenue Certificates of Oblig.	135,000	120,331	255,331
2007 GO	General Obligation Bonds 2007	215,000	189,356	404,356
2007A GO	Combination Tax & Revenue Certificates of Oblig.	50,000	45,766	95,766
2007B GO	Combination Tax & Revenue Certificates of Oblig.	200,000	202,869	402,869
2007A GO	General Obligation Bonds	170,000	281,371	451,371
2007B CO	Taxable Bonds-Law Enforcement Center	25,000	44,344	69,344
2008 CO	Combination Tax & Revenue Certificates of Oblig.	530,000	620,181	1,150,181
2008 GO	General Obligation Bonds	105,000	161,525	266,525
2009 GO	Refunding GO	765,000	279,513	1,044,513
2011 GO Ref	Combination Tax & Revenue Certificates of Oblig.	110,000	119,344	229,344
2011 CO	General Obligation Bonds Series 2011	1,265,000	260,831	1,525,831
2012A	Combination Tax & Revenue Certificates of Oblig.	105,000	128,624.80	233,624.80
2012	Combination Tax & Revenue Certificates of Oblig.	125,000	112,122.50	237,122.50
2012	General Obligation Refunding Bonds Series 2012	30,000	182,983.76	212,983.76
	Total Fund Requirement 2013 Tax Levy	\$ 7,590,000	\$ 4,090,422	\$ 11,680,422

ORDINANCE NO. OR-1842-12

AN ORDINANCE ADOPTING A BUDGET FOR THE ENSUING FISCAL YEAR BEGINNING OCTOBER 1, 2012 AND ENDING SEPTEMBER 30, 2013, IN ACCORDANCE WITH THE CHARTER OF THE CITY OF MANSFIELD, APPROPRIATING THE VARIOUS AMOUNTS THEREOF, AND REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; PROVIDING FOR PUBLIC HEARINGS; PROVIDING FOR PUBLICATION OF THIS ORDINANCE AND FOR AN EFFECTIVE DATE

WHEREAS, the City Manager of the City of Mansfield, of Tarrant, Ellis and Johnson Counties, has submitted to the City Council a proposed budget of the revenues of said City and the expenditures of conducting the affairs thereof and providing a complete financial plan for 2012-2013, and which said proposed budget has been compiled from detail information obtained from the divisions, departments, of offices of the City; and,

WHEREAS, the City Council has conducted the necessary public hearings as required by all state and local statutes, and has complied with the Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THAT:

SECTION 1. That the proposed budget of the revenues of the City of Mansfield and the expenditures of conducting the affairs thereof, providing a complete financial plan for the ensuing fiscal year beginning October 1, 2012 and ending September 30, 2013, as submitted to the City Council by the City Manager of said City, be, and the same is in all things adopted and approved as the budget of all current expenditures as well as fixed charges against said City for the fiscal year beginning October 1, 2012 and ending September 30, 2013.

SECTION 2. That the sum of \$38,437,246 is hereby appropriated out of the General Fund for the payment of operation expenses and capital outlay of the City Government as established in the approved budget document.

SECTION 3. That the sum of \$11,680,422 is hereby appropriated out of the General Obligation Debt Service Fund paying principal and interest due on general obligation debt as it matures and creating a sinking fund thereof.

SECTION 4. That the sum of \$571,769 is hereby appropriated out of the Hotel Motel Tax Fund for the purpose of promoting tourism.

SECTION 5. That the sum of \$3,295,657 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of constructing recreational and cultural facilities and other related costs.

SECTION 6. That the sum of \$1,232,668 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 7. That the sum of \$4,687,000 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation Parks Construction Fund for the purpose of paying for the development and construction of parks.

SECTION 8. That the sum of \$8,296,990 is hereby appropriated out of the Law Enforcement Complex - Jail Operations Fund for the purpose of paying operating expenses and capital outlay for the operations of the Law Enforcement Complex.

SECTION 9. That the sum of \$14,289,355 is hereby appropriated out of the Street Construction Fund for the purpose of constructing permanent street improvements and other related costs.

SECTION 10. That the sum of \$565,971 is hereby appropriated out of the Drainage Utility Fund for the purpose of operating expenses for the operations thereof as established in the approved budget document.

SECTION 11. That the sum of \$525,670 is hereby appropriated out of the Drainage Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 12. That a sum yet to be determined is hereby appropriated out of the Equipment Replacement Fund for the purpose of purchasing new or replacement equipment as operational requirements warrant such purchase subject to approval by the City Manager.

SECTION 13. That the sum of \$16,011,473 is hereby appropriated out of the Water and Sewer revenues for the purpose of paying operating expenses, interfund transfers, and capital outlay for the operation thereof as established in the approved budget document.

SECTION 14. That the sum of \$6,311,729 is hereby appropriated out of the Water and Sewer Revenue Debt Fund for the purpose of paying interest and principal requirements on water and sewer revenue bonds.

SECTION 15. That the sum of \$14,665,399 is hereby appropriated out of the Utility Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

SECTION 16. That the sum of \$500,000 is hereby appropriated out of the Building Construction Fund for the purpose of making permanent improvements to Fire Station #2.

SECTION 17. That the sum of \$817,514 is hereby appropriated out of the Drainage Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

SECTION 18. That the sum of \$4,563,428 is hereby appropriated out of the Economic Development Fund for the purpose of Economic Development and other related costs.

SECTION 19. That the sum of \$1,317,975 is hereby appropriated out of the MEDC Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 20. That the sum of \$6,444,408 is hereby appropriated out of the MEDC Construction Fund for the purpose of making permanent improvements to approved economic development projects.

SECTION 21. That the sum of \$1,241,265 is hereby appropriated out of the Tree Mitigation Fund for the purpose of paying operating expenses.

SECTION 22. That the sum of \$58,701 is hereby appropriated out of the Juvenile Case Management Fund for the purpose of paying operating expenses.

SECTION 23. That the State of Texas did authorize a vote of the people on an amendment to the Texas Constitution permitting an exemption of the assessed valuation of resident homesteads of persons sixty-five years of age or older, and such amendment was voted on by the electorate of the State of Texas and was duly adopted by the residents of the State of Texas. That resident homesteads of persons Sixty-Five (65) years of age or older shall be entitled to receive a Fifty Thousand and 00/100 Dollars (\$50,000) exemption of the assessed valuation of said resident homestead. That this ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Mansfield and it is accordingly so ordained.

SECTION 24. That the City is eligible to participate in the Post Retirement Health Care Plan Trust and Plan Agreement performing an essential governmental function within the meaning of Section 115 of the Internal Revenue Code and appoints the City Manager, his/her successor or his/her designee as the City Plan Administrator for the Program as required in GASB 45. The City's Plan administrator is authorized to execute legal documents and take actions as necessary to maintain the program. The city is also eligible to participate in an alternate retirement system other than the Social Security System for seasonal, part time and temporary employees. The plan complies with Internal Revenue Code 3121 (b)(7)(F) and will reduce the city's contribution rate.

SECTION 25. At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency. Transfers between departments or funds require council approval.

SECTION 26. That Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

SECTION 27. That this Ordinance shall be and remain in full force and effect from and after its final passage and publication as herein provided.

SECTION 28. That a public meeting was held before the City Council as a committee as a whole, August 13, 2012 AND August 27th, 2012, and that due notice of said public meeting was

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12-0279
12-0280
12-0281

published twice (2) in a newspaper having general circulation in the City of Mansfield; that following said public meeting and after the third and final reading hereof, this Ordinance shall be published in a newspaper having general circulation in the City of Mansfield, Texas.

PASSED AND ADOPTED on the first reading this 10th day of September 2012.

PASSED AND ADOPTED on the second reading this 11th day of September 2012.

PASSED AND ADOPTED on the third and final reading this 12th day of September 2012.



David L. Cook, Mayor

ATTEST:



Vicki Collins, City Secretary

APPROVED AS TO FORM AND LEGALITY:



City Attorney

ORDINANCE NO. ~~OR-1843-12~~

AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE FISCAL YEAR 2013 AT A RATE OF \$0.7100 PER ONE HUNDRED DOLLARS (\$100.00) ASSESSED VALUATION ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY AS OF JANUARY 1, 2012, TO PROVIDE REVENUES FOR THE PAYMENT OF CURRENT EXPENDITURES AND TO PROVIDE AN INTEREST AND SINKING FUND ON ALL OUTSTANDING DEBTS OF THE CITY; PROVIDING FOR DUE AND DELINQUENT DATES TOGETHER WITH PENALTIES AND INTEREST; AND DECLARING AN EFFECTIVE DATE

WHEREAS, the City Council has conducted the necessary public hearings as required by state and local statutes, and has complied with the Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, OF TARRANT, ELLIS AND JOHNSON COUNTIES THAT:

SECTION 1. That there be and is hereby levied for the fiscal year 2013 on all taxable property, real, personal, and mixed, situated within the limits of the City of Mansfield, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of \$0.71000 on each One Hundred Dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows:

(a) For the purpose of defraying the current expenditures of the municipal government of the City, a tax of \$0.45113 on each One Hundred Dollars (\$100.00) assessed value on all taxable property.

(b) For the purpose of creating a sinking fund to pay the interest and principal on all outstanding bonds of the City, not otherwise provided for, a tax of \$0.25887 on each One Hundred Dollars (\$100.00) assessed value of all taxable property within the City which shall be applied to the payment of such interest and maturities of all outstanding bonds.

SECTION 2. That all ad valorem taxes shall become due and payable on October 1, 2012, and all ad valorem tax for the year shall become delinquent after January 31, 2013. There shall be no discount for payment of taxes prior to January 31, 2013. A delinquent tax shall incur all penalty and interest authorized by law (33.01 SPTC), to wit: a penalty of six percent of the amount of the tax for the first calendar month it is delinquent plus one percent for each additional month or portion of a month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent.

Provided, however, a tax delinquent on July 1 incurs a total penalty of twelve percent of the amount of the delinquent tax without regard to the number of months the tax has been delinquent. A delinquent tax shall also accrue interest at a rate of one percent for each month or portion of a month the tax remains unpaid. Taxes that remain delinquent on July 1, 2013, incur an additional penalty of twenty percent of the amount of taxes, penalty, and interest due; such additional penalty is to defray costs of collection due to contract with the City's Tax Collection Attorney pursuant to Section 33.07 of the Property Tax Code.

SECTION 3. If you are 65 or older, you may pay your current taxes on your home in four installments. You must pay at least one-fourth of your taxes before February 1 (delinquency date). The remaining payments are due before April 1, June 1, and August 1, without any penalty and interest. And, an over-65 homeowner can defer payment of the taxes.

SECTION 4. Taxes are payable at 100 E. Weatherford, Room 102C, Fort Worth, Texas 76196-0301 at the office of the Tarrant County Tax Assessor-Collector. The County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.


SECTION 5. That the tax rolls, as presented to the City Council, together with any supplement thereto, be, and the same are hereby approved.

SECTION 6. The fact that it is necessary that this ordinance be enacted in order to authorize the collection of ad valorem taxes for the year 2012, this ordinance shall take effect from and after its passage as the law in such cases provides.

PASSED AND ADOPTED on the first reading this 10th day of September, 2012.

PASSED AND ADOPTED on the second reading this 11th day of September, 2012.

PASSED AND ADOPTED on the third and final reading this 12th day of September, 2012.



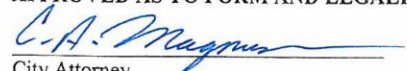
David L. Cook, Mayor

ATTEST:



Vicki Collins, City Secretary

APPROVED AS TO FORM AND LEGALITY



City Attorney

